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University of Georgia
Civil Defense Research
Margaret Hall
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31 December, 1966

VOLUME 2

COMMUNITY FALLOUT SHELTER
HANDBOOK FOR UNTRAINED MANAGEMENT

Research Prototype
Seventh Edition

Prepared under Contract No. OCD-PS-66-25
OCD Work Unit 1521A

This report has been reviewed in the Office of Civil Defense and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Office of Civil Defense.

Distribution of this document is unlimited.

Note to Reader

A sign containing instructions for the first three adults who find the Handbook is posted at the entrance to the shelter. A sample of this sign is on page 2.

A copy of the instructions found on the front of the Handbook box is on page 3. A sample of the shelter information provided on the back of the Handbook box is on page 4.

There are three envelopes inside the Handbook box, one for each Temporary Shelter Manager. This box also contains the instructions for the permanent phase, but that portion of the Handbook is placed in a compartment behind instructions stating it is not to be used until later.

Job instructions for the temporary phase are herein printed on lightweight paper. However, it is suggested that these instructions be printed on cardweight paper, if cost considerations permit.

Signs and posters are prepared on 8½" x 11" sheets for ease in binding, but larger signs are recommended.

READ THIS SIGN

BEFORE YOU ENTER THE SHELTER

Go directly to the COMMUNITY FALLOUT
SHELTER HANDBOOK which is marked by

an X on the map. The first three adults to

find the HANDBOOK are Temporary Shelter

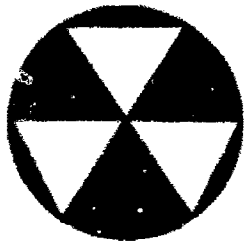
(Map of Shelter Area
to be placed here.)

Managers. Begin following the instructions

on the front of the HANDBOOK -----

immediately!

SHELTER CAPACITY - 300



COMMUNITY FALLOUT SHELTER HANDBOOK



THE FIRST 3 ADULTS WHO FIND THIS HANDBOOK ARE TO ACT AS TEMPORARY SHELTER MANAGERS. FOLLOW THE INSTRUCTIONS BELOW CAREFULLY.

The lives of the people in this shelter may depend on how well and how quickly you follow your instructions. One of you make the following announcement immediately to the people already in the shelter.

In order for everyone to be protected from radiation, there are certain jobs that need to be done immediately. The survival of all of us depends on how well and how quickly these jobs are done. We need 9 adults with at least a high school education immediately. Let's have some volunteers.

(Keep asking for volunteers until you get all 9 persons--get volunteers only, if at all possible.)

Open this box and take out the 3 envelopes. Each of you three Temporary Shelter Managers take one of the envelopes--it does not matter who takes which envelope. The envelope marked Temporary Shelter Manager A contains 9 numbered instruction leaflets which are to be given to the 9 volunteers. Follow the instructions on the front of your individual envelopes.

SHELTER INFORMATION

SHELTER CAPACITY Ventilated _____ Unventilated _____

NUMBER OF ROOMS IN SHELTER _____

Room No.	Capacity	Room No.	Capacity
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

LOCATION OF SHELTER _____

PROTECTION FACTOR _____

TELEPHONE _____ LOCATION OF PHONE _____

OCD STOCKS

RADIATION DETECTION KITS

Office of Civil Defense Shelter Radiation Detection Kits
Location _____

FOOD RATIONS

Office of Civil Defense All-Purpose Survival Biscuits
Location _____

Office of Civil Defense All-Purpose Carbohydrate Supplement
Location _____

WATER

Office of Civil Defense Water Drums
Location _____

MEDICAL SUPPLIES

Office of Civil Defense Medical Kits (A and/or C)
Location _____

VENTILATION

Where there is an Office of Civil Defense Ventilation Kit, show:
 Floor plan, showing Ventilation Kit location or locations.
 Deployment plan worked out exactly according to instructions
 (including photos of kits as set up if possible).

SANITATION

Office of Civil Defense Sanitation Kits (SK III and/or SK IV)
Location _____

ADDITIONAL INFORMATION

LOCAL CIVIL DEFENSE DIRECTOR _____
ADDRESS _____ PHONE _____
OFFICE _____ PHONE _____
SHELTER MANAGER _____
ADDRESS _____ PHONE _____
BUSINESS ADDRESS _____ PHONE _____
EMERGENCY OPERATING CENTER PHONE NO. _____

(Front of Envelope for TSM A)

TEMPORARY SHELTER MANAGER A

1. Open this envelope and hand out the 9 numbered instruction sheets to the 9 volunteers. As you hand out the instruction sheets, remind these 9 persons that it is important for everyone's survival that they follow their individual instructions carefully and complete them immediately.
2. When you have handed out all other instruction sheets, follow your instructions on the sheet marked TEMPORARY SHELTER MANAGER A.
3. Any major decisions should be made jointly by all 3 of the Temporary Shelter Managers.

(BACK)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Shelter Manager A

(FRONT)

TEMPORARY SHELTER MANAGER A

PRINT YOUR NAME HERE

Instructions for
TEMPORARY SHELTER MANAGER A

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. If you have not already handed out the 9 numbered instruction sheets, do it NOW. Keep the Handbook box with you, since vital information is on the back of the box. This information includes the capacity of the shelter and the location of supplies which you will need to refer to later. Post the sheet entitled, General Shelter Information, in a central location. This sheet is at the end of your instructions.

2 Each of the 9 volunteers should have returned a card to Temporary Shelter Manager C with his position and name on it. If all the volunteers have not returned their cards, help Temporary Shelter Manager C locate the missing staff members.

3 Temporary Shelter Manager B should be passing out Information Cards and keeping everyone seated and quiet. Temporary Shelter Manager C should be supervising the 9 persons who received the instruction sheets. Before you read further, check with the other Temporary Shelter Managers to make sure they understand their instructions and are carrying them out.

4 This Handbook is written so that untrained persons can quickly begin the first shelter operations necessary for protection from fallout. Later operations will be carried out by a permanent shelter staff which you will select shortly. However, if a TRAINED shelter staff member arrives, he has legal authority to take control of certain areas. Note these areas below.

ARRIVAL OF ANY TRAINED SHELTER MANAGER:

A trained Shelter Manager may take control of all shelter operations as soon as he arrives. Give him the list of temporary staff members and their duties from the packet of Temporary Shelter Manager C. He can use this list to see quickly what is being done to secure the shelter. Offer him the assistance of all your staff.

ARRIVAL OF OTHER TRAINED SHELTER STAFF MEMBERS:

Any trained staff member, other than the Shelter Manager, can assume control of all areas if he can prove he is in line of succession to the assigned Shelter Manager. This succession list should be posted somewhere in the shelter. If he cannot prove he is in line of succession, he should take over the area for which he was trained. For example, a trained radiological officer should take over that area at once.

5 Temporary Radiological Officer 1 will report to you when the outside radiation reads .5 roentgens per hour. If your shelter is in communication with the local Emergency Operating Center (civil defense headquarters), have the Temporary Communications Officer send the reading of .5 roentgens per hour to them.

TURN CARD OVER

(7)

6 You have to O.K. any message sent out of your shelter by radio, telephone, etc. Allow only civil defense messages to be sent. The Temporary Communications Officer is the only person authorized to use the communications equipment other than the Temporary Shelter Managers.

7 The capacity of your shelter is on the back of the Handbook box. If Temporary Radiological Officer 1 has not reported a .5 roentgens per hour reading, tell arriving people to go on to other shelters if the capacity for your shelter has been reached. If the reading has been reported to you, you must admit as many people as possible and then close the shelter doors. The people can be moved to other shelters in a few days when the radiation level is lower. If the shelter seems very crowded, all 3 Temporary Shelter Managers should decide when to close shelter doors by following instructions which Temporary Shelter Manager C has.

8 Selection of Permanent Staff: You are to help Temporary Shelter Manager B with these selections. By now, he should have passed out most of the Information Cards. He and his assistants should also be collecting the cards which are already filled out. You are to help them sort the cards as follows:

- A. Put cards with a [1] by CIVIL DEFENSE into one stack. (If anyone puts a 1 or 2 by this category, see what type of civil defense training he has listed. If he has been trained for one of the shelter staff positions, select him for that position.)
 - B. Put cards with a [1] by EXECUTIVE-MANAGEMENT into another stack.
 - C. Put cards with a [1] by MILITARY into another stack.
 - D. Put cards with a [1] by SCIENTIFIC into another stack.
 - E. Put cards with a [1] by MEDICAL into another stack.
 - F. Put cards with a [1] by TEACHING into another stack.
-

9 When most of the Information Cards have been collected, begin to select the permanent shelter staff. However, do not make any final decisions until all cards are returned, since a more qualified person may be available. You and Temporary Shelter Manager B are to select the permanent shelter staff by using the Permanent Staff Selection Table included with these instructions which shows the permanent staff position, duties, desirable qualifications, and the names of the card stacks from which the staff is to be chosen. Refer to this table to choose the most qualified individual for each position you fill below. If this procedure does not work, choose the person with the highest education.

- A. First use the Civil Defense stack to assign people to jobs for which they have been trained.
- B. Select the 4 most qualified persons from the Executive-Management and Military stacks to fill the following positions: Shelter Manager, Assistant Shelter Manager, Director of Operations, and Director of Supply and Maintenance. Tell these 4 persons to decide among themselves who will fill each position. As soon

as the Shelter Manager is decided upon, give him the permanent section of the Shelter Handbook.

- C. While these persons are deciding, select the 2 most qualified persons from the Scientific stack. These 2 persons will fill the positions of Director of Radiological Monitoring and Communications and Director of Training. The better qualified of the two should be the Director of Radiological Monitoring and Communications.
 - D. Select the Head of the Shelter Medical Staff from the Medical stack.
 - E. Select the Director of Activities and the Administrative Clerk from the Teaching stack. The better qualified of these 2 persons should be the Director of Activities.
 - F. Return to the Executive-Management and Military stacks. From them select 1 Section Leader for (1) each 25-30 people in the shelter or (2) for each room in the shelter; choose the more adaptable plan for your shelter.
-

10 Give all the Information Cards to the Assistant Shelter Manager after all selections have been made.

11 When you have finished selecting the permanent staff, see that all persons selected have been given their instructions by the permanent Shelter Manager and are reading them or are starting to carry them out. Offer to assist the permanent Shelter Manager if he needs help.

Complete This Check List:

- ☐ Have handed out 9 job instruction leaflets.
 - ☐ Have checked to see if Temporary Shelter Managers B and C are doing their jobs.
 - ☐ Have helped Temporary Shelter Manager B select permanent staff.
 - ☐ Have closed shelter doors if capacity has been reached.
-

Permanent Staff Selection Table

Title	Qualifications	Selection Stacks	Duties
Shelter Manager	executive, administrative background, or high military rank	Executive-Management and Military	responsible for overall supervision of everyone in the shelter and all final decisions
Assistant Shelter Manager	see Shelter Manager's qualifications	Executive-Management and Military	responsible for supervising Section Leaders and assuming command of shelter if necessary
Director of Operations	see Shelter Manager's qualifications	Executive-Management and Military	responsible for food and water distribution, sleeping arrangements, and food sanitation
Director of Supply and Maintenance	see Shelter Manager's qualifications	Executive-Management and Military	responsible for shelter supplies, security of the shelter, ventilation, and sanitation
Director of Radiological Monitoring and Communications	most years of education in science	Scientific	responsible for radiation protection methods and supervising and recording all communications coming in and going out of the shelter
Director of Training	scientific background, preferably with teaching experience	Scientific or Teaching	responsible for helping shelterees understand the nature of radiation and fallout and preparing them for survival after leaving the shelter
Head of the Shelter Medical Staff	medically-trained person such as a doctor, osteopath, dentist, veterinarian, registered nurse, medical corpsman, podiatrist, licensed practical nurse, students in the medical profession, or a person who has had training in first aid	Medical	responsible for the health of all persons in the shelter
Director of Activities	background in teaching, physical education, or social work	Teaching	responsible for recreation, exercise, nursery, and religious activities in the shelter
Administrative Clerk	background in secretarial work	Teaching	responsible for performing secretarial duties for the Shelter Manager, collecting and filing all forms which are completed, and keeping a daily log of events that occur in the shelter
Section Leaders	see Shelter Manager's qualifications	Executive-Management and Military	responsible for functioning as head of a group of shelter occupants, dispensing rations to this group, and maintaining good sanitation.

General Shelter Information

1. This shelter is well protected; you are safe.
2. The shelter is stocked with food, water, and medical supplies.
3. The shelter staff is organizing the shelter, and we need your cooperation. If you are not asked to do a job, you can help to prevent confusion by sitting quietly. Please leave aisles for the staff to use in moving around the shelter. Do not unpack your belongings at this time.
4. Parents, keep your children seated and quiet.
5. The Medical Area will be identified with a sign. It is being set up now.
6. There are three Temporary Shelter Managers. At least one of us will be near the sign marked "Command Post" at all times. The fire-fighting equipment will also be in the Command Post area. A permanent Shelter Manager and staff will soon be selected and appointed to replace the temporary staff.
7. Telephones are to be used only for civil defense operations. Do not attempt to make a telephone call over any telephone in the building, since private telephones are not working.
8. Do not leave the marked shelter area unless you are on a task team. The rest of the building has higher radiation levels.
9. Do not interfere with the operation of the ventilation system. Where Ventilation Kits are stocked, we need to get them into operation as soon as possible. Treat them carefully.

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Radiological
Officer 1

TEMPORARY RADIOLOGICAL OFFICER 1

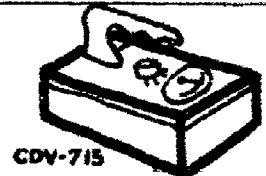
PRINT YOUR NAME HERE

Instructions for
TEMPORARY RADIOLOGICAL OFFICER 1

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Get the Civil Defense Shelter Radiation Detection Kit. Its location is given on the back of the Handbook which Temporary Shelter Manager A has. The instruments in the kit will be used by both you and Temporary Radiological Officer 2.

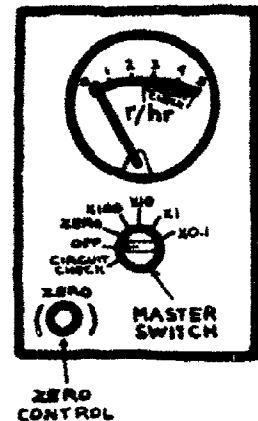


2 Take the CDV-715 survey meter from the kit. Place a size D flashlight battery inside, matching the plus (+) end of the battery to the plus (+) end of the slot. As you close the meter, place the battery over the sponge in the bottom of the case.



3 Carry out the following steps, using the diagram at the right, to see if the meter is working:

- A. Turn the master switch to the zero position.
- B. Allow 2 minutes for the meter to warm up.
- C. Adjust the zero control until the dial pointer is on zero.
- D. Hold the master switch in the circuit check position. The dial pointer should fall between the red lines marked Circuit Check. If it does, go on to step F. If it does not, go on to step E.
- E. Go through steps A, B, C, and D, again. If the meter still reads incorrectly, leave it, and follow the instructions beginning with step 5.
- F. Turn the master switch back to the zero position and repeat step C, if necessary.



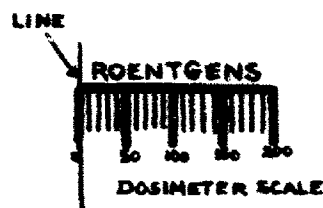
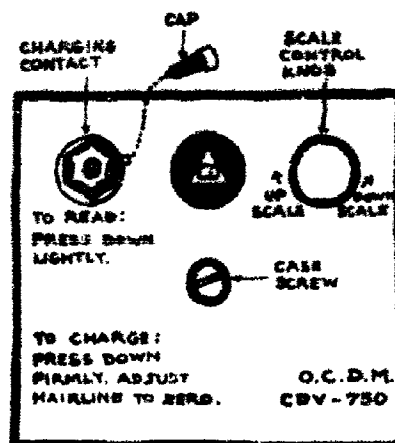
4 Now turn the master switch to the X0.1 position. Go outside the building and wait until the pointer is on 5. Report a reading of .5 roentgens per hour to Shelter Manager A. Record the .5 reading and the time it was taken on this sheet. Also tell Temporary Radiological Officer 2 that a dangerous amount of fallout has arrived.

5 Take the cardboard box marked CDV-750 Radiological Dosimeter Charger from the kit box. Also remove the CDV-742 dosimeter boxes.

TURN CARD OVER

6 To operate these instruments, follow the steps below using the diagrams at the right:

- A. Open the dosimeter charger case by loosening the case screw.
- B. Place a size D flashlight battery in the slot, matching the plus (+) end of the battery to the plus (+) end of the slot.
- C. While the case is still open, unscrew the cap from the charging contact. Press the bottom end of a dosimeter lightly on the charging contact. A small bulb on the underside should light up. If it does not, replace it with the spare bulb in the rubber ring across from the battery.
- D. Close the case of the dosimeter charger.
- E. Place the bottom end of a dosimeter over the charging contact. Press it down FIRMLY and look through the top to see a scale reading from 0 to 200. Adjust the scale control knob until the line crossing the scale is directly over the zero on the scale.
- F. Repeat step E to make sure the dosimeter is zeroed.
- G. Complete steps E and F for each dosimeter you have.



7 Now evenly space the dosimeters around in the rooms which contain the most people. The permanent Radiological Monitor will take readings from them later. Write down the location of each dosimeter and the time you put it there.

8 Help Temporary Radiological Monitor 2 if he needs it.

Complete This Check List:

- ☐ Have found out location of Civil Defense Shelter Radiation Detection Kit from Temporary Shelter Manager A.
- ☐ Have monitored outside the shelter for arrival of fallout particles with the CDV-715 survey meter.
- ☐ Have reported to Temporary Shelter Manager A when radiation level reached .5 roentgens per hour outside the shelter.

- ☐ Have adjusted dosimeters with the CDV-750 Radiological Dosimeter Charger.
 - ☐ Have evenly spaced the CDV-742 dosimeters around in the rooms which contain the most people.
 - ☐ Have turned over all instructions and instruments to Temporary Shelter Manager C.
-

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Radiological
Officer 2

TEMPORARY RADIOLOGICAL OFFICER 2

PRINT YOUR NAME HERE

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Get the Civil Defense Shelter Radiation Detection Kit. Its location is given on the back of the Handbook which Temporary Shelter Manager A has. The instruments in the kit will be used by both you and Temporary Radiological Officer 1.

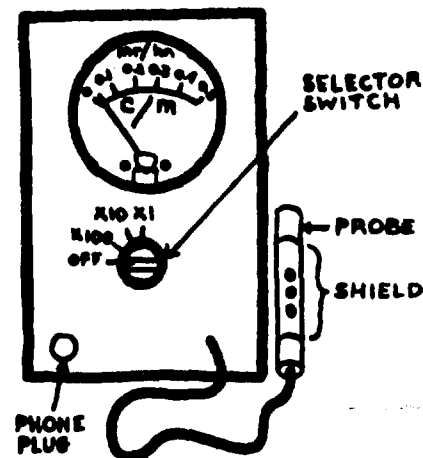


- 2 Take the CDV-700 survey meter from the kit. Open the meter case. Remove the 2 metal clips over the battery slots; place 4 size D flashlight batteries in, matching the plus (+) end of the batteries with the plus (+) end of the slots. Replace the 2 metal clips and close the meter box.



- 3 Using the diagram at the right, carry out the following steps to see if the meter is working:

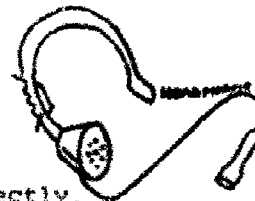
- A. Turn the selector switch to the X10 position.
- B. Allow 30 seconds for the meter to warm up.
- C. Rotate the shield on the probe to the fully open position; you will hear a click and see a yellow tube through the 3 windows when the shield is fully open.
- D. Place the open 3 windows on the "operational check source" on the side of the meter box. With the probe in this position, the dial pointer should fall between 0.1 and 0.3 on the scale. If it does, go on to step 5. If it does not, see step 4.



- 4 There is no way that you can adjust this meter with your equipment. However, it is not used as much for dial readings as for headphone listening. The headphone responds much quicker to the presence of fallout. Go to step 5 for use of this meter with a headphone.

TURN CARD OVER

- 5 Attach the headphone to the phone plug on the CDV-700. Go just outside the shelter area main door. Turn the selector switch to the X100 position and leave the probe shield open. The dial pointer should read 0.3 or below. If it does not, try to find a place inside, near the main shelter area door, where the dial pointer will read correctly.



- 6 Once the meter reads correctly, stay in that place and listen to the number of background clicks over the headphone. In checking people and their belongings for fallout debris, use the increase in clicks rather than the dial pointer, since the dial pointer moves too slowly. Do not be afraid of the people who have fallout particles on them. Once it is brushed off, they will not be radioactive. They cannot harm others!

- 7 Pass the probe (with open shield) over each person's body as shown in this diagram. Keep the probe about 2 inches from the body. The number of clicks will increase if the probe passes over any fallout debris. Closely check shoes, cuffs, bare skin, and moist areas where particles would probably gather. If a person has fallout debris on him, have him shake his clothing and brush off his skin. A change of clothes would be best, if possible.



- 8 Temporary Radiological Officer 1 will tell you when a dangerous level of radiation is reached. At this time get all people into the shelter, including staff members who may be outside the shelter area. Keep them together and check them near the door so you can sweep the particles outside the shelter area.

Complete this Check List:

- ☐ Have obtained Shelter Radiation Kit from Temporary Shelter Manager A.
- ☐ Have used CDV-700 survey meter to check for radiation particles as people enter the shelter.

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Security Officer

TEMPORARY SECURITY OFFICER

PRINT YOUR NAME HERE

3

Instructions for
TEMPORARY SECURITY OFFICER

3

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. If the shelter area is used for storage, office space, etc., you must move out all items to have enough space for the number of people your shelter is supposed to hold. Get assistants, if necessary. Appoint an assistant to help you keep animals from being brought into the shelter.

2 Close all windows and doors leading to the outside except doors through which people are entering. Get several people to help you, if necessary. If there are broken windows, cover them up, and close all shades unless light is needed for shelter activities.

3 Search in and around the shelter for fire extinguishers and rescue equipment such as axes, ropes, and stretchers, and bring them to the area marked Command Post. Check directions and contents on the labels of the fire extinguishers before using them! Extinguishers with vaporizing liquids, such as carbon tetrachloride, chlorobromomethane, or carbon dioxide, should not be used in a small, closed area--they may produce toxic fumes in a fire. Water must not be used for an electrical or chemical fire. Use sand, dirt, or some dry non-flammable material to put out these types of fires.

4 Check the following things to determine if they are working properly: (1) water faucets, (2) lights, including flashlights and batteries, (3) heating system, and (4) ventilation system. Report this information to Temporary Shelter Manager C.

Complete This Check List:

- ☐ Have moved unnecessary items out of the shelter.
- ☐ Have closed all doors and windows.
- ☐ Have searched for fire extinguishers, rescue equipment, flashlights, and batteries.
- ☐ Have checked building utilities.

(BACK)

(FRONT)

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TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Water Supply
Officer

TEMPORARY WATER SUPPLY OFFICER

PRINT YOUR NAME HERE

4

Instructions for
TEMPORARY WATER SUPPLY OFFICER

4

- 1 Follow these instructions carefully. The lives of the people in this shelter depend on you. The water supply is stored in army-green metal drums marked Office of Civil Defense Drinking Water. Their locations are given on the back of the Handbook which Temporary Shelter Manager A has. Also find out the shelter capacity from the back of the Handbook and write the number here _____.
- 2 Get someone to help you check all the drums to make sure they are full. If some drums are empty, they must be filled immediately.
- 3 If the drums are not in the shelter area, move 4 drums per 100 people (see shelter capacity above) into the shelter area after filling them. Place the rest of the drums just outside the shelter area door. Full water drums may be stacked not more than three high. Caution: Full water drums weigh 150 lbs. Use as many helpers as you need to get the job done quickly. If the Temporary Radiological Officer reports that a dangerous level of radiation has arrived, stop moving and filling water drums. Return to the shelter area at once.
- 4 Obtain water purification tablets (iodine tablets) from the Temporary Medical Officer. To purify the water, use 10 iodine tablets to the 17½ gallons of water in a full drum. Purify 1 drum of water for the Temporary Medical Officer. Purify others later. Each drum must sit 30 minutes after purification before it is used.
- 5 When the drums are filled, purified, and have been moved into the shelter area, guard them. Do not let anyone except the Temporary Medical Officer have any water unless you receive orders from a Temporary Shelter Manager. Instructions for siphoning water from these drums are on the back of this card.

Complete This Check List:

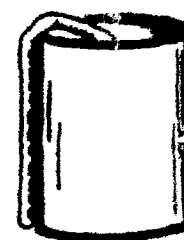
- ☐ Have looked for water drums and filled them, if necessary.
- ☐ Have moved water drums to the shelter.
- ☐ Have purified the water.
- ☐ Have guarded the water drums.

TURN CARD OVER

(22)

Procedure for Taking Water from
Water Drum by Siphon

1. Get the siphon hose and one package of water cups from the Temporary Sanitation Officer. Ask Temporary Shelter Manager C where to find the Temporary Sanitation Officer.
2. Remove the tie wires from both plastic bags. Insert the rubber tubing through the hole in the inner plastic bag, leaving about 6 inches of the tubing sticking out of the end of the bag.
3. Double back this last 6-inch section and pinch tightly.
4. Hold the plastic bag around the tubing with one hand, and with the other hand, pull the pinched end of the tubing out of the bag and then straight downward so that it is just below the level of the bottom of the water drum. Be careful not to pull the other end of the tubing out of the water.
5. Unpinch, and water will siphon out. In order for the water to flow, the outside end of the tubing must be near the bottom of the container.
6. To stop the flow of water, double back the last 6 inches. Tie the folded tubing with the tie wire from the water bags.
7. When water ceases to flow due to the low level of water remaining in the drum, elevate the water drum by putting it on another drum or on a box to restart the flow of water.



(BACK)

(FRONT)

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BOTTOM OF THIS CARD AND
ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF
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TO TEMPORARY SHELTER
MANAGER C.
3. THIS CARD MUST BE
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IT IN YOUR POCKET,
ATTACH IT TO A BUTTON,
OR PIN IT TO YOUR
CLOTHES SO THAT THE
TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Food Supply
Officer

TEMPORARY FOOD SUPPLY OFFICER

PRINT YOUR NAME HERE

- 1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Find the Office of Civil Defense Survival Supplies which are in cardboard boxes. Their location and the shelter capacity are on the back of the Handbook which Temporary Shelter Manager A has. Write the shelter capacity here _____.

- 2 Move the amounts of supplies listed below into the shelter immediately, if they are not already in the shelter. Get some men to help you carry out this task.

Supplies	Amount needed immediately
Biscuit or Cracker Boxes	3 per 100 people (see Shelter Capacity above)
Carbohydrate Supplement Boxes	1 per 100 people
Sanitation Kits (SK IV)	2 per 100 people
Ventilation Kits	1 per 200 people
Medical Kits	1 (one)
Radiation Detection Kits	1 (one)

(Another staff member will move the water drums.)

- 3 After you have moved the above supplies into the shelter, begin moving the remaining supplies to a place just outside the shelter area door, but as close to the shelter as possible.

- 4 While the supplies are being moved, look for items which may be helpful in the shelter, such as brooms, mops, tools, and batteries.

- 5 If a Temporary Radiological Officer reports that radiation has arrived, stop moving supplies and return to the shelter. Make an estimate of the amount of supplies you did not get moved in; list the estimate and the location of these supplies on the back of this sheet.

- 6 You are to guard the supplies once you have moved them into the shelter area. Allow ONLY the following people to take the supplies listed below:

- A. Temporary Shelter Managers - any supplies needed
- B. Temporary Radiological Officers 1 and 2 - 1 Radiation Detection Kit between them
- C. Temporary Medical Officer - 1 Medical Kit
- D. Temporary Sanitation Officer - 1 Sanitation Kit
- E. Temporary Ventilation Officer - All Ventilation Kits

TURN CARD OVER

Complete This Check List:

Have located the following supplies and have moved them inside the shelter, if necessary:

- ☐ Food boxes
 - ☐ Radiation Detection Kit(s)
 - ☐ Ventilation Kit(s)
 - ☐ Medical Kit(s)
 - ☐ Sanitation Kit(s)
 - ☐ Have collected items which may be useful in the shelter (mops, brooms, tools, batteries, etc.)
-

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Medical Officer

TEMPORARY MEDICAL OFFICER

PRINT YOUR NAME HERE

- 1 Follow these instructions carefully. The lives of the people in this shelter depend on you. If a doctor, nurse, or other medically trained person in the shelter volunteers to be Temporary Medical Officer, turn these instructions over to him. Otherwise, you are the Temporary Medical Officer.
- 2 Get 1 Office of Civil Defense Medical Kit. Its location is given on the back of the Handbook which Temporary Shelter Manager A has.
- 3 Set up a Medical Area in a quiet corner of the shelter. Post the attached "Medical Area" sign on the wall.
- 4 Check the contents of the Medical Kit. Instructions for the use of these supplies and special medications are given on pages 63-67 of the booklet, Medical Care in Shelters which is in the Medical Kit. Conserve the medical supplies. Guard them carefully and do not let anyone else take them.
- 5 Take care of emergency victims first. If there are more emergencies than you can handle, ask for volunteers to help you. Record information for each person you treat on the Medical Record (back of this sheet).
- 6 The Temporary Water Supply Officer will ask you for water purification tablets to purify drinking water for the shelter. If you need water for medical purposes, get 1 of the purified drums from the Temporary Water Supply Officer. He will tell you how to siphon water from the drum. Do not waste water!

Complete This Check List:

- ☐ Have asked Temporary Shelter Manager A for Medical Kit.
- ☐ Have selected place for Medical Area and have posted sign.
- ☐ Have recorded all uses of medical supplies.

TURN CARD OVER

Medical Record

[illegible]

MEDICAL AREA

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Communications
Officer

TEMPORARY COMMUNICATIONS OFFICER

PRINT YOUR NAME HERE

7

Instructions for
TEMPORARY COMMUNICATIONS OFFICER

7

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Borrow a portable transistor radio for official shelter use. Keep it tuned to a station which is broadcasting civil defense news bulletins.

2 Taking the radio with you, check the back of the Handbook which Temporary Shelter Manager A has for the location of a shelter telephone and the Emergency Operating Center (EOC) telephone number. Write the EOC telephone number here _____ and your shelter telephone number here _____.

3 If there is a shelter telephone in working order:
A. Get in touch with EOC headquarters (civil defense office).
B. Tell them the location of your shelter and your shelter telephone number.

4 Stay by the telephone and radio until you are relieved by the Director of Radiological Monitoring and Communications of the permanent shelter staff. You and the Temporary Shelter Managers are the only temporary staff members authorized to use the telephone. Do not allow anyone else to use the telephone.

5 You must have the O.K. of Temporary Shelter Manager A before sending out any message.

6 On the back of this sheet is a Temporary Communications Officer's Log. You must record each news bulletin from the radio on it. Also record all telephone calls, whether incoming or outgoing.

7 Report each incoming telephone call or radio broadcast to Temporary Shelter Manager A as soon as you receive it.

8 Some shelters may have 2-way radios or battery-operated telephones. If your shelter has this equipment, find someone who knows how to use it. All messages received or sent through these instruments must also be entered in the log.

Complete This Check List:

- ☐ Have kept a radio tuned to a station broadcasting civil defense news bulletins.
- ☐ Have looked for a telephone in the shelter area which is in working order.
- ☐ Have recorded all incoming and outgoing telephone and radio messages.
- ☐ Have allowed no one but a Temporary Shelter Manager or myself to call out.

TURN CARD OVER

(32)

TEMPORARY COMMUNICATIONS OFFICER'S LOG
(Make more logs if you need them)

Date/Time	Message	Incoming or Outgoing	Officer's Initials

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Sanitation Officer

TEMPORARY SANITATION OFFICER

PRINT YOUR NAME HERE

- 1 With the crowded conditions in a shelter, disease can spread very quickly. An infectious disease could endanger the lives of all the people in the shelter. For this reason, it is extremely important that you carry out all the instructions below immediately.
- 2 Cover all flush commodes with cardboard and put up a sign reading "Do Not Use." Flush commodes should not be used, as all water must be saved.
- 3 Pick a place for one Commode Area. If possible, the commodes should be set up in an area that affords privacy and where the air is exhausted from the shelter. If no Commode Areas are available, make them by stacking water drums and food boxes. Water drums may be stacked 3 high when full, 4 to 5 high when empty. Food boxes may be stacked by placing them like bricks in a wall.
- 4 The round, cardboard drums marked "Sanitation Kit III or IV" contain supplies needed for setting up chemical commodes. Get 1 of the Sanitation Kits and an empty metal water drum now. Their locations are given on the back of the Handbook which Temporary Shelter Manager A has. If there is no empty metal water drum, get one that is full. There are supplies in the Sanitation Kits which the Temporary Water Supply Officer will need. He will ask you for them. Directions for assembling the chemical commode are on the back of this card.
- 5 After you have set up one commode, stay by the Commode Area and follow the instructions below until the Shelter Manager tells you otherwise.
 - A. Inform the people of these rules for commode use:
 1. Keep the commodes clean and dry.
 2. Sit on the commode when using it (both males and females).
 3. Put the drum cover on upside-down to reduce odor and to protect the seat, after using the commode.
 4. Allow small children to use the commode only if they are accompanied by an adult.
 - B. Issue an adequate number of squares of toilet tissue per person. Do not waste toilet tissue!



Complete This Check List:

- ☐ Have sealed off all flush toilets.
- ☐ Have set up one chemical commode.
- ☐ Have supervised use of the chemical commode.

TURN CARD OVER

Steps in Assembling a Chemical Commode

1. Empty the cardboard drum of its contents.
2. Unfold the plastic bag liner assembly (2 liners, one inside the other) and place in the empty metal water drum with the bottom of the bags resting smoothly on the base of the drum. DO NOT USE THE CARDBOARD DRUM FOR THE COMMUNE. If the water drum is full, put the plastic bag liner assembly in the cardboard drum and empty the water into it. DO NOT TRY TO LIFT A BAG OF WATER OUT OF THE DRUM. Tie the top of the bag assembly in the cardboard drum and replace the cardboard lid. Cut open the top of the inner plastic bag in the metal water drum. It will be used as the commode liner. Turn the edges of the bag liner assembly down over the rim of the metal drum.
3. Add the chemical carefully to the commode according to the directions on the bottle or the packet.
4. Place the commode seat on the drum and make sure it holds the plastic bags in place over the commode edge.

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Ventilation Officer

TEMPORARY VENTILATION OFFICER

PRINT YOUR NAME HERE

1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Get all of the Office of Civil Defense Ventilation Kits. Their locations are given on the back of the Handbook which Temporary Shelter Manager A has. Also find out the shelter capacity from the back of the Handbook and write the number here _____. There should be 1 Ventilation Kit for each 200 people of the shelter capacity.

- 2 Ask for 2 assistants with mechanical experience to assemble each Ventilation Kit. The instructions for assembly and operation must be followed carefully and exactly.

Map of shelter area showing
deployment of ventilation
kits to be placed here.

-
- 3 These kits must be operating within 1 hour of entry into the shelter or the temperature rise will make conditions dangerous if the shelter is crowded.
-

- 4 Once you have the Ventilation Kits in working order, get older teenagers or young adults to take shifts on the bicycle fans. Continue these shifts until the Director of Supply and Maintenance from the permanent shelter staff relieves you of this duty.
-

Complete This Check List:

- ☐ Have asked Temporary Shelter Manager A for locations of Ventilation Kits.
 - ☐ Have located 2 persons with mechanical experience to assemble each of the kits.
 - ☐ Have recruited people to pedal the bicycle fans in shifts until the permanent Director of Supply and Maintenance relieves me.
-

(Front of Envelope for TSM B)

TEMPORARY SHELTER MANAGER B

1. Your instructions are inside this envelope. Begin reading them right away and follow all instructions carefully.
2. Any major decisions should be made jointly by all 3 of the Temporary Shelter Managers.

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND GIVE IT TO TEMPORARY SHELTER MANAGER C.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

RETURN THIS PORTION TO
TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Temporary Shelter Manager B

TEMPORARY SHELTER MANAGER B

PRINT YOUR NAME HERE

Instructions for
TEMPORARY SHELTER MANAGER B

Follow these instructions carefully. The lives of the people in this shelter depend on you. You have Information Cards in your envelope. Appoint 1 assistant per 100 people of the shelter capacity to pass out these cards. The shelter capacity and the number of rooms in the shelter can be found on the back of the Handbook box. If this information is not given, survey the shelter promptly to determine the number of rooms available. Your assistants should complete the following tasks:

- A. Tell the people to move away from shelter entrances, to spread out evenly in the shelter area, and to remain seated and quiet. Avoid overcrowding in any one room. Announce these instructions loudly so everyone can hear.
- B. Give an Information Card to everyone over 17 years of age and have them fill it out immediately.
- C. Stay in the area where the cards were distributed to collect them when filled out.

2 While the people are filling out the Information Cards, get their attention by standing on a food box or chair and make the following announcements. Repeat these in each room of the shelter.

- This shelter is well protected; you are safe.
- The shelter is stocked with food, water, and medical supplies.
- The shelter staff is organizing the shelter, and we need your co-operation. If you are not asked to do a job, you can help to prevent confusion by sitting quietly. Please leave aisles for the staff to use in moving around the shelter. Do not unpack your belongings at this time.
- Parents keep your children seated and quiet.
- The Medical Area will be identified with a sign. It is being set up now.
- There are 3 Temporary Shelter Managers. At least one of us will be near the sign marked "Command Post" at all times. The fire-fighting equipment will also be in the Command Post area.
- Fill out your Information Cards immediately. The information on these cards will be used to select the best qualified persons for staff positions. Hold up your card when you finish, and it will be collected.
- Telephones are to be used only for civil defense operations. Do not attempt to make a telephone call over any telephone in the building, since private telephones are not working.

TURN CARD OVER

-Do not leave the marked shelter area unless you are on a task team. The rest of the building has higher radiation levels.

-From now on when I want your attention I will raise my arms. Then you should raise your arms as a signal for others to be quiet.

3 Tell your assistants to collect the Information Cards as people finish them. Be sure that you 3 Temporary Shelter Managers fill out Information Cards for yourselves and that the other members of the temporary staff and their assistants each fill out a card. Put these cards in the correct stacks as described next.

4 You and your assistants and Temporary Shelter Manager A should begin sorting the cards into the following stacks by the area which the person marked 1.

- A. Put cards with a ☐ 1 by CIVIL DEFENSE into one stack. (If anyone puts a 1 or 2 by this category see what type of civil defense training he has listed. If he has been trained for one of the shelter staff positions, select him for that position.)
 - B. Put cards with a ☐ 1 by EXECUTIVE-MANAGEMENT into another stack.
 - C. Put cards with a ☐ 1 by MILITARY into another stack.
 - D. Put cards with a ☐ 1 by SCIENTIFIC into another stack.
 - E. Put cards with a ☐ 1 by MEDICAL into another stack.
 - F. Put cards with a ☐ 1 by TEACHING into another stack.
-

5 When most of the Information Cards have been collected, begin to select the permanent shelter staff. However, do not make any final decisions until all cards are returned, since a more qualified person may be available. You and Temporary Shelter Manager A are to select the permanent shelter staff by using the Permanent Staff Selection Table included with these instructions which shows the permanent staff positions, duties, desirable qualifications, and the names of the card stacks from which the staff is to be chosen. Refer to this table to choose the most qualified individual for each position you fill below. If this procedure does not work, choose the person with the highest education.

- A. First use the Civil Defense stack to assign people to jobs for which they have been trained.
- B. Select the 4 most qualified persons from the Executive-Management and Military stacks to fill the following positions: Shelter Manager, Assistant Shelter Manager, Director of Operations, and Director of Supply and Maintenance. Tell these 4 persons to decide among themselves who will fill each position. As soon as the Shelter Manager is decided upon, give him the permanent section of the Shelter Handbook.

- C. While these persons are deciding, select the 2 most qualified persons from the Scientific stack. These 2 persons will fill the positions of Director of Radiological Monitoring and Communications and Director of Training. The better qualified of the 2 should be the Director of Radiological Monitoring and Communications.
 - D. Select the Head of the Shelter Medical Staff from the Medical stack.
 - E. Select the Director of Activities and the Administrative Clerk from the Teaching stack. The better qualified of these 2 persons should be the Director of Activities.
 - F. Return to the Executive-Management and Military stacks. From them select 1 Section Leader for (1) each 25-30 people in the shelter or (2) for each room in the shelter; choose the more adaptable plan for your shelter.
-

6 Give all the Information Cards to the Assistant Shelter Manager after all selections have been made.

7 When you have finished selecting the permanent staff, see that all persons selected have been given their instructions by the permanent Shelter Manager and are reading them or are starting to carry them out. Offer to assist the permanent Shelter Manager if he needs help.

Complete This Check List:

- ☐ Have passed out Information Cards.
 - ☐ Have directed people to move away from doors and to be quiet.
 - ☐ Have made announcements while people are filling out Information Cards.
 - ☐ Have collected and sorted Information Cards.
 - ☐ Have helped Temporary Shelter Manager A select the permanent staff.
 - ☐ Have helped Temporary Shelter Manager A and C decide when to close the shelter doors.
-

Permanent Staff Selection Table

Title	Qualifications	Selection Stacks	Duties
Shelter Manager	executive, administrative background, or high military rank	Executive-Management and Military	responsible for overall supervision of everyone in the shelter and all final decisions
Assistant Shelter Manager	see Shelter Manager's qualifications	Executive-Management and Military	responsible for supervising Section Leaders and assuming command of shelter if necessary
Director of Operations	see Shelter Manager's qualifications	Executive-Management and Military	responsible for food and water distribution, sleeping arrangements, and food sanitation
Director of Supply and Maintenance	see Shelter Manager's qualifications	Executive-Management and Military	responsible for shelter supplies, security of the shelter, ventilation, and sanitation
Director of Radiological Monitoring and Communications	most years of education in science	Scientific	responsible for radiation protection methods and supervising and recording all communications coming in and going out of the shelter
Director of Training	scientific background, preferably with teaching experience	Scientific or Teaching	responsible for helping shelterees understand the nature of radiation and fallout and preparing them for survival after leaving the shelter
Head of the Shelter Medical Staff	medically-trained person such as a doctor, osteopath, dentist, veterinarian, registered nurse, medical corpsman, podiatrist, licensed practical nurse, students in the medical profession, or a person who has had training in first aid	Medical	responsible for the health of all persons in the shelter
Director of Activities	background in teaching, physical education, or social work	Teaching	responsible for recreation, exercise, nursery, and religious activities in the shelter
Administrative Clerk	background in secretarial work	Teaching	responsible for performing secretarial duties for the Shelter Manager, collecting and filing all forms which are completed, and keeping a daily log of events that occur in the shelter
Section Leaders	see Shelter Manager's qualifications	Executive-Management and Military	responsible for functioning as head of a group of shelter occupants, dispensing rations to this group, and maintaining good sanitation.

INFORMATION CARD

(Front of Card)

INFORMATION CARD					
Fill out this card immediately. It is important for your survival that you fill it out completely and accurately.					
Name _____	Age _____	Sex _____	Room No. _____		
Education (Circle years completed)	9	12	14	16	17 +
Present occupation _____					
Put a 1 by the area in which you have had the most training or experience. If you are also qualified in another area, put a 2 by that area.					
<input type="checkbox"/> Civil Defense (What type) _____					
<input type="checkbox"/> Executive or Management (Duties) _____					
<input type="checkbox"/> Military (Highest rank attained) _____					
<input type="checkbox"/> Scientific (Circle: math, physics, chemistry, engineering, electronics, biology, social sciences, other) _____					
<input type="checkbox"/> Medical (Title or duties) _____					
<input type="checkbox"/> Teaching (List subjects) _____					

(Back of Card)

RADIATION DOSE RECORD					
NAME _____			SOCIAL SECURITY NO. _____		
DATE	ROENTGENS RECEIVED	TOTAL DOSE TO DATE	DATE	ROENTGENS RECEIVED	TOTAL DOSE TO DATE

(In handbooks to be used operationally, the number of cards provided would correspond to the capacity of the shelter.)

(Front of Envelope for TSM C)

TEMPORARY SHELTER MANAGER C

1. Your instructions are inside this envelope. Begin reading them right away and follow all instructions carefully.
2. Any major decisions should be made jointly by all 3 of the Temporary Shelter Managers.

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THIS CARD AND KEEP IT.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

KEEP THIS PORTION

PRINT YOUR NAME HERE

Temporary Shelter Manager C

TEMPORARY SHELTER MANAGER C

PRINT YOUR NAME HERE

Instructions for
TEMPORARY SHELTER MANAGER C

- 1 Follow these instructions carefully. The lives of the people in this shelter depend on you. Post the sign at the end of your instructions in the area that you 3 Temporary Shelter Managers will use as the Command Post. The person designated as Temporary Shelter Manager A has 9 numbered instruction sheets to hand out. The 9 persons who receive these sheets will make up the rest of the temporary shelter staff. Each of these 9 persons must sign an identification card and give it to you.
- 2 When you have all of the signed cards from the 9 temporary staff officers, supervise these people to make sure they carry out their instructions. Each of the 9 persons will be wearing a yellow card with his staff position printed on it for easy identification. It is important for the survival of all people in the shelter that these 9 persons carry out their instructions quickly and accurately.
- 3 If one of the 9 officers refuses to carry out his instructions, or is unable to do so, take his instruction sheet and yellow card and give it to someone else who will do the job. Be sure to get the name of the new person. The 9 staff positions and duties for each position are listed below. Begin checking on these people now and continue checking until all of them have completed all of their duties.

List of Temporary Staff Positions and Duties

Temporary Radiological Officer 1

- Obtains location of Civil Defense Shelter Radiation Detection Kit from Temporary Shelter Manager A.
- Uses CDV-715 survey meter to monitor outside the shelter for arrival of fallout particles.
- Reports to Temporary Shelter Manager A when the radiation level of .5 roentgens per hour is reached outside the shelter.
- Adjusts the dosimeters with the CDV-750 Radiological Dosimeter Charger.
- Spaces the CDV-742 dosimeters evenly around the rooms which contain the most people.

Temporary Radiological Officer 2

- Obtains location of the Civil Defense Shelter Radiation Detection Kit from Temporary Shelter Manager A.
- Uses CDV-700 survey meter to check the following for radioactive particles as people enter the shelter: (1) people, (2) food, and (3) other items.

Temporary Security Officer

- Moves unnecessary items out of the shelter to make room for people.
- Closes all doors and windows in the building which are near the shelter.
- Searches for fire extinguishers, rescue equipment, flashlights, and batteries and brings them to the Command Post.
- Checks to see which building utilities are working (water, lights, heating, ventilation).

TURN CARD OVER

(48)

Temporary Water Supply Officer

- Finds water drums and fills them, if necessary.
- Moves water drums to shelter and guards them.
- Purifies water.

Temporary Food Supply Officer

- Looks for food boxes, Radiation Detection Kits, Packaged Ventilation Kits, Medical Kits, and Sanitation Kits.
- Refers to the chart in his instructions to calculate the amount of items needed immediately and moves them inside, if the above supplies are not in the shelter.
- Looks for brooms, mops, tools, and batteries.
- Stops moving supplies and records an estimate of the amounts and locations of supplies he is unable to move into the shelter, if radiation arrives.

Temporary Medical Officer

- Turns instructions over to a medically trained person, such as a doctor or nurse, if there is one in the shelter.
- Asks Temporary Shelter Manager A for location of Civil Defense Medical Kit.
- Selects place for Medical Area and posts sign.
- Records all uses of medical supplies.

Temporary Communications Officer

- Keeps with him at all times a portable radio tuned to a station broadcasting civil defense news bulletins.
- Looks for telephone in shelter area which is in working order.
- Records all incoming and outgoing telephone and radio messages.
- Allows no one but a Temporary Shelter Manager or himself to call out.

Temporary Sanitation Officer

- Seals off all flush toilets.
- Sets up one chemical commode.
- Supervises use of chemical commode.

Temporary Ventilation Officer

- Asks Temporary Shelter Manager A for location of Ventilation Kits.
- Locates 2 persons with mechanical experience to put together each of the kits.
- Recruits people to pedal the bicycle fans in shifts until the permanent Director of Supply and Maintenance relieves him.

4 Announce to the people the locations of the Medical Area and Commode Area when they are set up.

5 If anyone needs water, tell the Temporary Water Supply Officer to give him 1 cup of water. If anyone needs food, tell the Temporary Food Supply Officer to give him 4 crackers. General distribution of food and water will take place after the permanent staff is selected.

6 Emergency Space Utilization Plans:

The shelter will probably be very crowded. Therefore, you must use the shelter space that is available in the best way for the comfort and safety of all the people. Any of the ideas below, or a combination of them, should help you make the best use of the available space in your particular shelter.

- A. Move all bulky items you will not be using, such as chairs and desks, outside the shelter. However, a table could be left in the shelter if there is room for people or supplies under it and on top of it.
 - B. If no Commode Areas are available, make them by stacking water drums and food boxes. Water drums may be stacked 3 high when full, 4 to 5 high when empty. Food boxes may be stacked by placing them like bricks in a wall.
 - C. Store as many supplies as possible in rest rooms, closets, etc.
-

7 When to close the shelter doors:

Extreme overcrowding in a shelter can make conditions inside the shelter as dangerous as the radiation outside. Make sure the people in your shelter are evenly distributed in each room so that everyone has about the same amount of space. If, when everyone is seated, each person has about the amount of space he would have in a movie theater seat, inform the other 2 Temporary Shelter Managers, and all 3 of you then decide whether or not to close the shelter doors. The shelter doors should be closed as soon as possible, if conditions are this crowded; however, if fallout has already arrived, you may admit more people.

8 The Temporary Security Officer will report to you the conditions of the shelter utilities. This information must be passed on to the permanent Shelter Manager when he is selected.

9 By using the list that follows, check to see that all three Temporary Shelter Managers are carrying out their duties.

List of Temporary Shelter Manager Duties

Temporary Shelter Manager A

- Hands out 9 job instruction leaflets.
- Checks to see that Temporary Shelter Managers B and C are doing their jobs.
- Helps Temporary Shelter Manager B select permanent staff.
- Carries out instructions concerning arrival of any trained staff members.
- Authorizes messages sent by Temporary Communications Officer.
- Carries out instructions for closing shelter doors if capacity of shelter is reached.

TURN CARD OVER

Temporary Shelter Manager B

- Passes out Information Cards with aid of assistants.
- Directs people to move away from doors and to be quiet.
- Makes announcements to people while they are filling out Information Cards.
- Assumes responsibility for collecting and sorting Information Cards.
- Helps Temporary Shelter Manager A select permanent staff.

Temporary Shelter Manager C

- Collects signed cards from 9 temporary staff officers.
 - Checks on the 9 temporary staff officers to see they are doing their duties.
 - Carries out emergency space utilization plans.
 - Announces location of Medical Area and Commode Area.
 - Authorizes food and water distribution, if needed.
 - Aids Temporary Shelter Managers A and B in deciding when to close the shelter doors.
-

- 10** Collect all instruction sheets from the temporary staff as they complete their duties. Turn these instruction sheets in, along with the identification cards, to the Assistant Shelter Manager as soon as he is selected.
-

Complete This Check List:

- ☐ Have collected signed cards from 9 temporary staff officers.
 - ☐ Have checked on the 9 temporary staff officers to see that they are doing their duties.
 - ☐ Have carried out emergency space utilization plans, if needed.
 - ☐ Have announced location of Medical Area and Commode Area.
 - ☐ Have authorized food and water distribution, if needed.
 - ☐ Have helped Temporary Shelter Manager A and Temporary Shelter Manager B decide when to close the shelter doors.
 - ☐ Have turned in all instruction cards from the temporary staff to the permanent Assistant Shelter Manager, along with the identification cards.
-

COMMAND POST

(52)

STOP

You 3 Temporary Shelter Managers are to use ONLY THE 3 ENVELOPES in this box. The rest of this material is for use by the permanent Shelter Manager after he has been selected and should be opened only by him.

PERMANENT PHASE

SHELTER MANAGER

Important For Survival That You Carry Out All These Instructions.

1. Organization

This Handbook is divided into separate sections so that each person selected for the permanent shelter staff will have an instruction leaflet. The rest of the staff members to be selected, in order, are the Assistant Shelter Manager, Director of Operations, Head of the Shelter Medical Staff, Director of Supply and Maintenance, Director of Radiological Monitoring and Communications, Director of Training, Director of Activities, Administrative Clerk, and Section Leaders. Give them their instruction leaflets as soon as they are selected, and tell them to begin reading their instructions immediately.

The entire temporary shelter staff should continue to function until all members of the permanent shelter staff are selected and you are ready to assume command. Temporary Shelter Managers A and B are to continue selecting members of the permanent shelter staff. Temporary Shelter Manager C should continue supervising the other temporary staff members. Ask Temporary Shelter Manager C to give you a list of names and positions held by all temporary staff members.

2. Staff Meeting

Have your staff gather for their first meeting as soon as all of them have finished reading their sections. Pass out the identification cards found at the end of your instructions to the permanent staff members. After each staff member has returned the appropriate portion of his identification card to you, write the names of the permanent staff members on the Shelter Staff Organization chart and have the Administrative Clerk post a copy of the chart on the wall. Set up a tentative shelter schedule for use during the first 24 hours of your authority. (See suggested shelter Daily Schedule included with your instructions.)

3. Assume Command

Check with the 3 Temporary Shelter Managers to make sure that all persons on the temporary staff have completed all of their tasks. If any tasks have not been completed, see that they are done immediately. Tell your staff to begin immediately to implement their duties. The Assistant Shelter Manager is to help you direct your staff and is also to directly supervise the Section Leaders to ensure that all shelter operations function properly. Remember that the final responsibility for decisions regarding shelter operations is yours.

4. Address to the Shelter Population

When all your staff has been selected and you have their names, cover the points in the following outline in a speech to everyone in the shelter. Make sure that everyone receives this information. It might be necessary for you to speak to one section or room at a time.

- Introduce yourself and your staff.
- Tell the people that they are protected from radiation in the shelter and that vital shelter operations are being set up.
- Announce that there are enough supplies to feed everyone for 2 weeks.
- Tell them the location of the Medical Area. Inform them that a medical staff is available to help them and that there are medical supplies in the shelter for illness, minor injury, and personal sanitation.
- Tell the shelter population the location of the Commode Area. Stress the need for sanitation by mentioning that the chance for survival is better if the shelter is kept clean to prevent the spread of disease, especially in the Commode Area. Instruct them to follow directions from the Commode Monitors, who are responsible for seeing that the Commode Area is kept clean.
- Tell them whether or not your shelter is in touch with the local Emergency Operating Center and what communications are available.
- Ask for cooperation from all persons. Remind them that it will be necessary for each person to do his part for survival and to volunteer for shelter duties or to accept them when they are assigned.
- Emphasize that cooperation is needed not only in shelter operations, but also in personal relationships, since shelter living involves more stress than everyday life.
- Mention that one stress problem is the lack of space, and although it may not seem like it, there is enough space for everyone. Sleeping and eating in a room full of people will be a new experience; emphasize that everyone must be considerate of others.
- Insist that children must not be allowed to yell or play noisy games when they are not in the nursery, since noise is also a stress problem.

-Stress the importance of wearing shoes at all times to avoid cuts, and emphasize that trash is to be placed in containers immediately.

-Mention that any person's problems or needs should be taken up with his Section Leader, who will represent the people in his section at the Advisory Council meetings.

-Tell the people that when you want their attention you will raise your arms--then they too should raise their arms as a signal for others to be quiet.

-Stress the need for the highest standards of public behavior.

-Give everyone an opportunity to raise questions and clarify instructions.

5. Staff Organization

When your staff is functioning, study the Shelter Staff Organization chart. This diagram will give you an overall view of an organized and properly operating shelter.

6. Duties of Other Shelter Staff

In order to supervise your staff, you must be familiar with their responsibilities. The information in this section will acquaint you with each staff member's duties.

Assistant Shelter Manager

- Forms sections, assigns Section Leaders, and acts as their immediate supervisor.
- Collects all Handbook materials and identification cards from the temporary shelter staff.
- Distributes and collects necessary Information Cards.
- Advises the Shelter Manager and keeps himself informed of all policy decisions.
- Maintains a complete record of available supply inventories.
- Prepares himself to assume position of Shelter Manager if necessary.
- Acts as head of the Advisory Council.

Director of Operations

- Calculates food and water rations.
- Authorizes the distribution of daily rations.
- Ensures proper food sanitation.
- Ensures that cup racks are utilized.
- Supervises medical care facilities.
- Directs sleeping arrangements.
- Prepares himself to assume the position of Shelter Manager in the event the Assistant Shelter Manager is unable to do so, if this action becomes necessary.

Head of the Shelter Medical Staff

- Supervises entire medical staff.
- Takes inventory and controls the medical supplies.
- Sets up a permanent Medical Area.
- Maintains a record of patients and their treatment.
- Identifies and removes the dead from the shelter.
- Provides psychological support for emotionally disturbed individuals.

Director of Supply and Maintenance

- Chooses an assistant to be Head of the Fire Control Team.
- Takes and maintains inventory of supplies and lists their locations.
- Secures additional supplies from other parts of the building.
- Selects maintenance crew.
- Sets up chemical commodes.
- Issues food and water and maintains record.
- Supervises members of the following watches which are chosen by Section Leaders: Safety Watch, Supply Watch, Commode Watch, Detention Watch, Ventilation Watch.
- Supervises overall shelter sanitation.

Head of the Fire Control Team

- Closes all windows and doors not in use.
- Brings all fire-fighting and rescue equipment to Command Post and familiarizes the fire control team with the equipment and fire-fighting procedures.
- Establishes and enforces regulations concerning smoking and fire prevention.
- Coordinates with the Section Leaders in planning emergency fire exit routes and is responsible for their availability.
- Confirms pertinent information on Section Leader's Map Form.
- Makes certain that everyone knows what to do in the event of a fire.
- Checks daily for fire or accident hazards.
- Plans and supervises fire drills.

Administrative Clerk

- Files all shelter forms, charts, and logs.
- Performs secretarial duties for the Shelter Manager.

Director of Radiological Monitoring and Communications

- Trains at least 6 radiological monitors.
- Supervises radiological monitoring in the shelter.
- Supervises monitors for telephones, radios, and any other communication equipment in the shelter.
- Informs the Shelter Manager of all incoming communications.
- Advises the Shelter Manager on shelter exit.
- Gives each person a written approximation of the radiation dose he received during shelter confinement.

Director of Training

- Trains the shelter population in areas concerning radioactive fallout, the problems of shelter living, and the problems of living in the post-attack world.
- Organizes lectures and discussions as a training aid.

Director of Activities

- Plans recreational activities and encourages everyone to participate.
- Schedules physical exercise periods for the shelter population.
- Plans nursery.
- Plans non-denominational religious services.
- Checks on guardian assignments for parentless children.

Section Leader

- Assigns guardians to parentless children.
- Informs his section of fire regulations and smoking rules.
- Collects food and water, weapons, portable radios and other needed items that may have been brought into the shelter and turns them over to the Director of Supply and Maintenance.
- Assigns assistants for such duties as Commode Watch, Ventilation Watch, etc., as needed and keeps a list of those assigned.
- Ensures that supplies are not wasted and that drinking cups are kept in good shape.
- Stresses the need for cleanliness and sanitation and supervises morning and evening cleanup in his section.
- Discusses problems that arise with the Assistant Shelter Manager.
- Serves on the Advisory Council.

7. Shelter Schedule

Included in this leaflet is a suggested daily schedule of shelter activities. If the suggested times for activities are not acceptable to the shelter population, they may be changed. An activity listed at 10:00 A.M., for example, may occur any time between 10:00 and 11:00 A.M. Any other activities, such as exercises, recreation, or vespers, may be added as necessary. Tell the Administrative Clerk to make copies of the schedule and post them for the shelter occupants.

8. Regulations

See that the Rules for Shelter Living, included with your instructions, are read to the shelter population as soon as possible. Make sure that everyone hears them. You may wish to read them (or have them read) to one section at a time. Post them in prominent places. It is important that all persons know the shelter regulations.

9. Penalties

You have the right to level penalties on individuals when their behavior threatens survival or is disruptive to shelter life. Penalties should be administered with the approval of the Advisory

Council. Corrective action should be administered wisely and taken only when absolutely necessary. Such corrective actions might include: (1) warning or reprimanding the offender; (2) changing his shelter location or assignment; (3) isolation, or isolation under restraint; and (4) threat of expulsion, or actual expulsion.

The Director of Supply and Maintenance has instructions for forming a Detention Watch. All corrective actions should be noted in the Shelter Log. If possible, refer a person who is disrupting shelter life to the medical staff, who may be able to help a person improve his behavior if it is due to emotional stress.

10. Communications

You should review and approve all outgoing messages before they are sent by the Director of Radiological Monitoring and Communications.

11. Staff Meetings

- Hold at least one daily staff meeting to receive reports from and give orders to the Assistant Shelter Manager and the five directors. Have the Administrative Clerk record minutes of the meetings.

- Meet with the Advisory Council, when requested by the Assistant Shelter Manager. This committee is composed of the Section Leaders and is headed by the Assistant Shelter Manager; its purpose is to represent the people to management. The Assistant Shelter Manager will inform you of problems and decisions made at meetings you cannot attend.

- You should consult with the Advisory Council, if time permits, before making major decisions that would effect the shelter population. However, the responsibility for such decisions is yours.

12. Emergency Space Utilization Plans

The shelter will probably be crowded. Therefore, you must use the shelter space that is available in the best way for the comfort and safety of everyone. Any of the ideas below, or a combination of them, should help you make the best use of the available space in your particular shelter.

- Move all bulky items you will not be using, such as chairs and desks, outside the shelter. However, tables could be left in the shelter if supplies can be stacked under and on top of them.

-If no rest rooms are available, make them by stacking water drums and food boxes. Water drums can be stacked 3 high when full, 4 to 5 high when empty. Food boxes can be stacked by placing them like bricks in a wall.

-Store as many of the supplies as possible in rest rooms, closets, etc.

-Instead of stacking food boxes, you can spread them across the floor in one layer and have the shelter population live on top of the boxes.

13. In-Shelter Training of Alternate Staff

There are several reasons for training an alternate staff:

(1) If the shelter is overcrowded, it may be necessary to maintain operations in 12-hour shifts so that sufficient sleeping space is available. (2) In case of accident or emergency, trained staff members would be available to fill vacant positions immediately. (3) Regular shelter staff members need rest from the continuous responsibility of management. The following method of training an alternate staff is suggested:

-Alternates for staff positions should be selected by using the information on the Information Cards.

-Each alternate should then be assigned as an assistant to the staff member he is to relieve.

-Each alternate should receive at least one full day of on-the-job training. This training should begin on the second day of shelter occupancy.

-The alternate staff members should then be given those portions of the Handbook which outline their duties. They should read the material, and parts which they do not understand should be explained to them.

-On the next day, the alternates should again assist the regular staff and should be allowed to perform duties for short supervised periods.

-After the alternate staff is trained, the regular staff can be relieved in rotating shifts so that both groups will have enough rest.

Alternate staff provisions for Section Leaders may be developed in the following manner. After the shelter routine is established, two sections may be combined into one section. The Section Leaders of the original two sections may be alternated as leaders of the larger group.

14. Line of Succession

If you are unable to function as the Shelter Manager, the Assistant Shelter Manager will assume your job. If the Assistant Shelter Manager is unable to assume the job, the Director of Operations will do so. If the Director of Operations is unable to assume the job, then the Shelter Manager of the alternate staff will take over.

If other staff positions become vacant for any reason, they are to be filled immediately. Utilize the alternate staff to fill vacant positions when possible. Use the Information Cards to get persons with the best qualifications among the shelter population if qualified alternate staff members are not available.

You may rearrange the staff, if necessary, to fill vacant positions. Consult the Advisory Council for any suggestions they might have regarding filling the vacant staff positions.

15. Radiation Sickness

The illness most closely associated with nuclear attack and fallout is RADIATION SICKNESS. Familiarize yourself with the following points:

- You cannot see, taste, or feel the radiation that causes radiation sickness.
- Nuclear radiation damages body cells. The amount of damage depends on two things: (1) the amount of radiation received, and (2) the length of time the body is exposed to the radiation.
- Remember, it is the concentrated and continued exposure to radiation that is dangerous. Persons suffering from mild exposure will recover.
- If you must go outside the shelter, wear additional outer clothing. On returning, remove the extra outer clothing before entering the shelter. This procedure will help prevent radioactive fallout particles from being brought into the shelter.
- The symptoms of radiation sickness are: Lack of appetite, nausea, vomiting, fatigue, drowsiness, weakness, headache. These symptoms may begin to appear just a few hours after exposure.
- Persons with these symptoms should be treated as if they have been exposed to radiation. But remember, NOT EVERYONE WHO HAS NAUSEA OR VOMITS OR DISPLAYS FATIGUE OR WEAKNESS HAS RADIATION SICKNESS. These conditions may come from the anxiety and tension which are likely to arise at the time of a disaster.

-RADIATION SICKNESS IS NOT CONTAGIOUS. You will be in no danger of "catching it" by caring for a person suffering from it, provided fallout particles have been removed from his clothing, body, and hair.

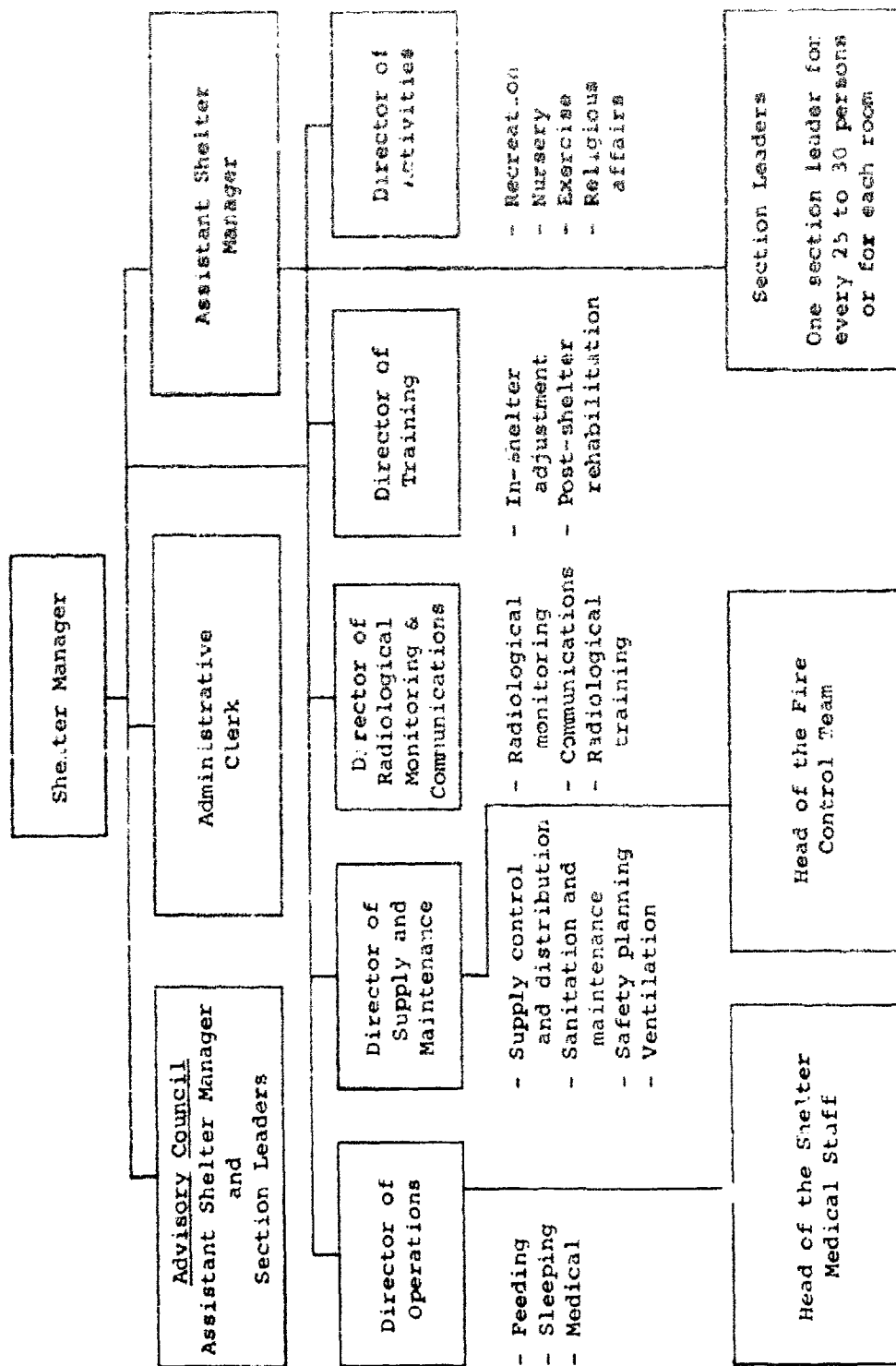
-Treat the individual symptoms of radiation sickness as best you can. For example, give the person aspirin for his headache. If he is vomiting or has diarrhea encourage him to take liquid as soon as possible to make up for the loss of fluid. If available, a salt and soda solution is good for fluid replacement. It is prepared by adding 1 teaspoonful of table salt and 1/2 teaspoonful of baking soda to 1 quart of cool water. The person should drink this solution slowly.

16. Shelter Exit

Prepare plans for possible temporary exits as well as final exit from the shelter. The Director of Radiological Monitoring and Communications has instructions on this matter; he can aid you in making a decision. Shelter emergence may take place when radiation levels are low enough. If possible, authorization from the proper authorities, the Emergency Operating Center, should be obtained before shelter exit. Emergence before the radiation level is safe should only be considered when the shelter becomes dangerous because of fires or structural damage. Temporary exits should be made only to remove the dead, to remove waste and garbage, to replenish supplies, and to begin recovery operations. Those who participate in emergency trips should be provided with radiological instruments and told how long they can safely remain outside the shelter. During decontamination of the community area, people might be working outside during the day and returning to the shelter at night.

17. Civil Defense Plan Coordination

Keep as fully informed as you can on the total situation in and near your shelter. Coordinate and clear significant operational decisions whenever possible with appropriate civil defense officials via the Emergency Operating Center Communications network.



Shelter Staff Organization

Map

On the bottom of this page, you should draw a rough copy of the floor plan of your shelter. Listed below are several items which should be on the map.

- | | |
|-----------------------|---|
| 1. Fire Extinguishers | 8. Nursery Area |
| 2. Fuse Box | 9. Doors |
| 3. Plumbing Fixtures | 10. High Radiation Areas (danger areas) |
| 4. Commode Areas | 11. Communications Set-Up |
| 5. Supplies | 12. Air Vents or Ducts |
| 6. Medical Area | 13. Radiological Monitor's Area |
| 7. Command Post | 14. Water Pipe Tap Location |

Daily Schedule

Time	Activity
8:00 A.M.	Arise Food and water distribution
9:00	Staff meeting and announcements
10:00	Water distribution Nursery
11:00	Training
12:00	Food and water distribution
1:00 P.M.	Rest
2:00	Training Nursery
4:00	Food and water distribution
6:00	Special activities
8:00	Food and water distribution
10:00	Water distribution 15-minute quiet period Lights out

Basic Shelter Rules

You are here to survive. In order to survive, you must cooperate. The following rules are emergency rules of common sense. By cooperating and displaying self-control, each person can contribute to a more pleasant shelter stay and increase everyone's chances for survival.

-Sharing of Supplies

The shelter staff may request that personal supplies be given up and used for the common welfare of the shelter instead of by one person alone. This action may be necessary so that all supplies will be readily available to use to the best advantage should an emergency arise. Supplies obtained in this manner will not be used to anyone's personal advantage. If one person has brought in milk and a sick child needs this milk, that person will be expected to give it up. If someone has extra batteries, they may be needed to operate vital radiological monitoring equipment. Needed supplies will first be requested and, if necessary, they will be taken.

-Entering and Leaving the Shelter

You are not to leave the shelter at any time without the permission of the Shelter Manager. This regulation is necessary to ensure your safety and the safety of the others. If permission is obtained from the Shelter Manager, you are to follow the instructions of the Director of Radiological Monitoring and Communications when leaving and entering the shelter. You must follow proper decontamination procedures when re-entering the shelter.

-Food and Water

There are enough food and water supplies for everyone, but we must ration them carefully. Food and water must not be wasted. Extra rations will be given for emergencies only.

-Shelter Equipment

Shelter equipment must be operated only by competent individuals assigned to do so. If equipment is mishandled or broken, it may endanger the safety of the entire shelter population. Keep children away from all equipment.

-Sleeping Arrangements

The sleeping arrangements that we have set up have been found to work best in this situation; please follow these arrangements. If you are not asleep during the designated sleeping hours, keep quiet so that those who wish to sleep can do so. Use only the minimum amount of room necessary.

-Unruliness

There must be no fighting or disorderly conduct in the shelter. We are living under emergency conditions, and any discord among us lessens our chances for survival. Tempers and patience may grow short under the conditions of shelter life, but each person must remember to keep himself under control. Discussion, appealing to the shelter staff, or ignoring the source are the best ways to meet a frustrating experience. No violence or troublesome conduct will be tolerated.

-Future Regulations

Other regulations, such as those governing smoking, fire prevention and shelter duties, will be read and posted from time to time. You are expected to do your part in upholding these regulations.

-Penalties

Ignoring the regulations set up by the staff endangers everyone's chances for survival. The Shelter Manager, in consultation with the Advisory Council, has the right to impose penalties on any person disrupting shelter life. These penalties may range from a mild reprimand, to detention, to eviction from the shelter. Penalties will not be made to punish an individual but to protect others and ensure the survival of all.

REMEMBER, COMMON SENSE, PATIENCE, AND COOPERATION
MUST BE UTILIZED AT ALL TIMES.

(Multiple copies of this sheet would be included in an operational handbook.)

(BACK)

(FRONT)

1. PRINT YOUR NAME ON THE BOTTOM OF THIS CARD AND ON THE OTHER SIDE.
2. TEAR OFF THE BOTTOM OF THE CARD AND KEEP IT.
3. THIS CARD MUST BE CLEARLY SEEN. INSERT IT IN YOUR POCKET, ATTACH IT TO A BUTTON, OR PIN IT TO YOUR CLOTHES SO THAT THE TITLE SHOWS.

TEAR ALONG THIS LINE

KEEP THIS PORTION

PRINT YOUR NAME HERE

Shelter Manager

SHELTER MANAGER

PRINT YOUR NAME HERE

Note to Reader

Operational handbooks would include identification cards for the following staff members:

Shelter Manager
Assistant Shelter Manager
Director of Operations
Head of the Shelter Medical Staff
Director of Supply and Maintenance
Head of the Fire Control Team
Administrative Clerk
Director of Radiological Monitoring
and Communications
Director of Training
Director of Activities
Section Leader (12)

PERMANENT PHASE

ASSISTANT SHELTER MANAGER

Important For Survival That You Carry Out All These Instructions.

Immediate Duties

1. Your first task is to form and supervise sections and to assign Section Leaders to the sections. The Temporary Shelter Managers will select the Section Leaders from the Information Cards. They have been told that sections should be of a manageable size and should fit the configuration of your particular shelter. A good rule is to choose one Section Leader for each 25-30 people in the shelter, or one Section Leader for each room in the shelter.

When forming sections, do not separate families; keep family members together in the same section.

2. Collect all temporary staff instruction sheets and identification cards from Temporary Shelter Manager C. Obtain the Information Cards from Temporary Shelter Manager B. Turn all of this material over to the Administrative Clerk and instruct him to file it.
3. After all Section Leaders have been appointed and assigned sections, take the blank Information Cards and carry out the following tasks:
 - Tell the Section Leaders to ask if there are any adults who have not yet filled out the Information Cards, and give cards to those who have not.
 - Give each Section Leader one card for each person 17 years of age and under in his section, and tell them or their parents or another adult to fill in the following items on the card: NAME, AGE, SEX, and ROOM NUMBER. The names of the child's parents or the name of the guardian assigned, if any, should be placed in the space marked PRESENT OCCUPATION.
 - Instruct the Section Leaders to collect all the cards and return them to you. You will give them to the Administrative Clerk.
4. See the Director of Operations and verify his calculations of daily food and water rations.
5. Carefully study the ventilation system. Satisfy yourself that this vital operation is being carried on properly. Where there are Ventilation Kits, attend especially to their deployment.

PERMANENT PHASE
ASSISTANT SHELTER MANAGER

Important For Survival That You Carry Out All These Instructions.

Immediate Duties

1. Your first task is to form and supervise sections and to assign Section Leaders to the sections. The Temporary Shelter Managers will select the Section Leaders from the Information Cards. They have been told that sections should be of a manageable size and should fit the configuration of your particular shelter. A good rule is to choose one Section Leader for each 25-30 people in the shelter, or one Section Leader for each room in the shelter.

When forming sections, do not separate families; keep family members together in the same section.

2. Collect all temporary staff instruction sheets and identification cards from Temporary Shelter Manager C. Obtain the Information Cards from Temporary Shelter Manager B. Turn all of this material over to the Administrative Clerk and instruct him to file it.
3. After all Section Leaders have been appointed and assigned sections, take the blank Information Cards and carry out the following tasks:
 - Tell the Section Leaders to ask if there are any adults who have not yet filled out the Information Cards, and give cards to those who have not.
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 - Instruct the Section Leaders to collect all the cards and return them to you. You will give them to the Administrative Clerk.
4. See the Director of Operations and verify his calculations of daily food and water rations.
5. Carefully study the ventilation system. Satisfy yourself that this vital operation is being carried on properly. Where there are Ventilation Kits, attend especially to their deployment.

General Duties

1. Act as an advisor to the Shelter Manager.
2. Stay informed of all policy decisions of the Shelter Manager and follow them. For example, don't tell the people they can smoke at night if the Shelter Manager has told them night smoking is not allowed.
3. Keep a file on all reports made by other leaders and be able to give the Shelter Manager a complete inventory of supplies at any time. Care must be taken to keep an up-to-date inventory of the supplies.
4. Act as chairman of the Advisory Council; this committee represents the people to management. Schedule meetings as needed and inform absent members of decisions made by management. Another function of the Council is to give advice to the Shelter Manager when he requests it. Section Leaders will act as members of the Advisory Council, so restrict discussions to section complaints, morale problems, and suggestions for shelter improvement.
5. You will become the Shelter Manager if for any reason the Shelter Manager is unable to carry out his job. Therefore, study his instructions beginning on the next page and be prepared to take over his job, if this action becomes necessary.

(An additional copy of the Shelter Manager's instructions would be included in handbooks to be used operationally.)

PERMANENT PHASE

DIRECTOR OF OPERATIONS

Important For Survival That You Carry Out All These Instructions.

You are responsible for (1) food and water use, (2) food sanitation, (3) medical care, and (4) sleeping arrangements. These jobs are all vital for shelter survival and require constant supervision. Obtain assistants through Section Leaders as necessary.

As soon as the Head of the Shelter Medical Staff is chosen, give him the attached leaflet. Then read the rest of your instructions before doing anything else.

1. Food and Water Use

In order to estimate the amount of food and water rations each person will receive, you need to get the information to fill in the following table.

- Ask the Shelter Manager for the number of people in the shelter _____.
 - Ask the Director of Supply and Maintenance for:
 - Number of full water drums _____.
 - Number of carbohydrate supplement (candy) boxes _____.
 - Types of cereal food rations:
 - Number of Nebraska (McGowen-Educator) Cracker boxes _____.
 - Number of Kroger Cracker boxes _____.
 - Number of Burry Biscuit (Quaker Oats) boxes _____.
 - Number of Nabisco (Schulze and Burch) Biscuit boxes _____.
 - Number of Bulgur Wafer boxes _____.
-

Near the end of your instruction leaflet are 7 ration charts based on a two-week shelter stay (which should be used as the basis for rationing), 1 for each type of cracker or biscuit, 1 for carbohydrate supplement, and 1 for water. By following the directions on each chart, you can estimate the daily ration for each person in the shelter. You need the information in the above table to use the charts.

Water Ration Calculation

-Calculate the number of cups of water each person will get daily using the Water Ration Chart. Record the number here _____.

-Divide the above number by 6 to estimate the approximate number of cups of water each person will get at a water break. (It has been found in two-week occupancy tests that the best water distribution method is to have 6 periods per day--1 with each of the 4 meals, 1 at mid-morning, and 1 at bedtime.) Record the number of cups for each person per break here _____.

-Arrange to get more water if your calculations show that you have less than 6 cups per person per day since each person must receive at least 6 cups (1 quart) of water a day in order to survive in good health. Shelter occupants will need more than 1 quart of water per day in high temperatures. The Director of Radiological Monitoring and Communications can determine when it is safe to look for more water. On the other hand, if your calculations show that you have more than 8 cups of water daily for each person, conserve the excess amount, since other shelters may be over-crowded and need your extra water.

Carbohydrate Supplement (Candy) Calculation

-Using the Carbohydrate Supplement Ration Chart, calculate the number of pieces of candy each person will get daily. Record the number here _____.

-Divide the above number by 4 to estimate the approximate number of pieces of candy needed for each person per meal. Record the number here _____.

Food Ration Calculation

-Use the correct Food Ration Chart for the types of cereal food rations stocked in your shelter. Figure each type separately and record separately the number of squares each person will get daily.

Nebraska

Kroger

Burrry

Nabisco

Bulgur

-Add the entries in the above 5 spaces. Write the total here _____.

-Divide the above total by 4 to estimate the approximate number of food squares per person per feeding. (It has been found in two-week occupancy tests that the best feeding method is to have 4 feeding periods per day. Four feedings decrease the possibility of hunger between meals.)

Record the number of food squares each person will receive at each meal here _____.

IMPORTANT: HAVE THE ASSISTANT SHELTER MANAGER DOUBLE CHECK ALL CALCULATIONS TO MAKE SURE THEY ARE CORRECT.

Now that you have calculated the amount of rations each person gets at a meal, study the following 2 methods of ration distribution. The method you use depends on the number of people in your shelter. You must authorize the procuring of supplies needed for each meal from the Director of Supply and Maintenance.

CENTRAL FEEDING

For a shelter with less than 100 people:

- Designate only 1 ration distribution place.
- Call for one section at a time to file by the central point to get their individual rations for each meal.
- Instruct the Section Leaders to use their Food and Water Check Lists to make sure everyone receives the correct amount of rations. If anyone refuses rations at a meal, he cannot receive a double ration later.

SECTIONAL FEEDING

For a shelter with more than 100 people:

- Instruct each Section Leader to come to the supply area and get enough food squares and pieces of carbohydrate supplement for the people in his section for each meal.
- Instruct each Section Leader to use a cup rack when bringing water cups from his section to the supply area to be filled.
- Insist that unused food rations be returned to you after each meal. Store returned rations separately and do not distribute unless all other rations are used up.

Before you distribute the first meal rations, read the following announcement to everyone in the shelter. Make sure that everyone receives this information. It might be necessary for you to speak to one section or room at a time.

- There is enough food for survival.
- Each person should eat all his food. People who do not eat or drink may become sick. Not eating is a problem with small children, so adults should insist that children eat.
- If a person does not take rations at one meal, he cannot get a double ration later.
- Each person is limited to one water cup for the entire shelter stay. Cups will not remain usable unless carefully stored. To help preserve the cups when not in use, the Section Leaders will make cup racks.
- Lids should be kept on the cups when they are not in use.
- Each person must write his name on his cup when he receives it.

2. Food Sanitation

If proper sanitation measures are not taken, the entire shelter population could become sick. It is your responsibility to see that good health habits are maintained when handling food and water rations to prevent the spread of disease. Below are 6 ways in which food can be kept sanitary.

- If hand cleaner is stocked, it is in the Sanitation Kit. It is your responsibility to see that it is used by food distribution personnel. Conservative use is essential. Since hand cleaner deteriorates when exposed to the air, be sure the cover is always replaced. If hand cleaner is not stocked, ask the Head of the Medical Staff for some surgical soap from the Medical Kit. Get an empty food tin and make a mixture of surgical soap and water for cleaning hands.
 - The candy ration can be given out with a clean scoop made of cardboard, metal, plastic, etc.
 - Water should be dispensed with a siphon directly into the user's cup. If the siphon hose is too short, the water can be put into a clean cracker tin and poured. When water is not being dispensed, the drum should be covered to keep out dirt. (At the end of your instructions see Procedure for Taking Water from Water Drum by Siphon.)
 - Section Leaders have instructions for assembling cup racks and for marking cups. You should make certain that these things are done.
 - Protect food from rats, mice, and bugs by keeping it in covered tins.
 - A mop which has been used in the Commode Area should not be used anywhere else in the shelter.
-

3. Medical Care

You should have already passed out the instruction leaflet entitled Head of Shelter Medical Staff, which was attached to your leaflet. If you have not passed it out, do so immediately. You do not have to personally perform any medical duties. However, you must supervise the Head of Shelter Medical Staff and see that he carries out all the duties which are listed below.

- Supervises entire medical staff.
- Maintains inventory and controls medical supplies.
- Sets up a permanent Medical Area.
- Keeps a record of patients and their treatments.
- Identifies and removes the dead from the shelter.

4. Sleeping Arrangements

Regular hours for sleep are necessary. There should be enough time allowed so that everyone can get as much sleep as possible. The longer people stay in the shelter the more sleep they will want.

-
- Before people prepare for sleep, they should remove as many loose articles as possible from the floor and sweep. Sleeping pads can be made from cardboard, rugs, blankets, etc.
 - Sleeping should be done in section areas. If possible, segregated sleeping arrangements should be made for single men and single women--for example, family groups kept together between single men and single women. Aisles should be left between sections so that the Safety Watch and other persons who need to move around will not have to step over others.
 - If the shelter is crowded and if the plan is adaptable, sleeping may be set up in a shift schedule. More room for sleeping can be a big morale booster.
 - Tell everyone to use the commode facilities before going to sleep so that there will be less disturbance during the night.
-

5. Sectioning

You may wish to have the Section Leaders delineate their sections with pencil, chalk, food boxes, or water drums in order to gain better control over their sections. It is advisable to implement this plan if conditions permit.

6. Line of Succession for Shelter Management

You are to become Shelter Manager if for any reason the Assistant Shelter Manager is unable to assume this position. Your first concern should be to fill your duties as Director of Operations. However, when time allows, familiarize yourself with the duties of the Shelter Manager so that you can take over his job if it becomes necessary.

Number of Boxes of Kroger Cracker Type 2
in the Shelter

A B	Number of Persons in the Shelter																A B
	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100	
25	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	25
50	18																50
75	12	24															75
100	9	18	25														100
125	7	14	22	25													125
150	6	12	18	24													150
175	5	10	15	21	25												175
200	4	9	13	18	23	25											200
225	4	8	12	16	20	24											225
250	3	7	11	14	18	22	25										250
275	3	6	10	13	16	20	23	25									275
300	3	6	9	12	15	18	21	24									300
325	2	5	8	11	14	17	20	22	25								325
350	2	5	7	10	13	15	18	21	23	25							350
375	2	4	7	9	12	14	17	19	22	24							375
400	2	4	6	9	11	13	16	18	20	23	25						400
425	2	4	6	8	10	13	15	17	19	21	24	25					425
450	2	4	6	8	10	12	14	16	18	20	22	24					450
475	1	3	5	7	9	11	13	15	17	19	21	23	25				475
500	1	3	5	7	9	11	13	14	16	18	20	22	24	25			500

Directions: Find the number of squares to be given to each person each day by doing the following:

1. Count the total number of boxes of Kroger Crackers in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
3. The correct daily ration for each person can be found where row and column intersect. There will always be some rations left over.

Example: For 182 persons and 32 boxes of crackers, use 200 persons and 30 boxes. Each person gets 25 squares daily.

KROGER CRACKER TYPE 2 RATION CHART
(Based on a Two-week Stay)

Number of Boxes of Nabisco (Schulze and Burch) Biscuits
in the Shelter

		IN CARE OF 1004																											
A	B	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	A											
25		31																											
50		19																											
75		13	26	31																									
100		9	19	29																									
125		7	15	23	31																								
150		6	13	19	26	31																							
175		5	11	17	22	28	31																						
200		4	9	14	19	24	29																						
225		4	8	13	17	22	26	30																					
250		3	7	11	15	19	23	27	31																				
275		3	7	10	14	18	21	25	28	31																			
300		3	6	9	13	16	19	23	26	29	31																		
325		3	6	9	12	15	18	21	24	27	30																		
350		2	5	8	11	14	17	19	22	25	28	31																	
375		2	5	7	10	13	15	18	21	23	26	29	31																
400		2	4	7	9	12	14	17	19	22	24	27	29																
425		2	4	7	9	12	14	16	18	21	23	25	28	31															
450		2	4	6	8	11	13	15	17	19	22	24	26	28	30														
475		2	4	6	8	10	12	14	16	18	20	23	25	27	29	31													
500		1	3	5	7	9	11	13	15	17	19	21	23	26	28	29	31												

Number of Persons in the Shelter

Directions: Find the number of squares to be given to each person each day by doing the following:

1. Count the total number of boxes of Nabisco Biscuits in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
3. The correct daily ration for each person can be found where row and column intersect. There will always be some rations left over.

Example: For 184 persons and 26 boxes of biscuits, use 200 persons and 25 boxes. Each person gets 24 squares daily.

NABISCO (SCHULZE AND BURCH) BISCUIT RATION CHART
(Based on a Two-week Stay)

Directions: Find the number of squares to be given to each person each day by doing the following:

1. Count the total number of boxes of Nebraska Crackers in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
3. The correct daily ration for each person can be found where row and column intersect. There will always be some rations left over.

Example: For 184 persons and 32 boxes of food, use 200 persons and 30 boxes. Each person gets 23 squares daily.

Number of Boxes of Nebraska (McGowen-Educator) Crackers in the Shelter

A		in the Shelter																			
		5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
B	25	31																			
	50	15	31																		
	75	10	20	31																	
	100	7	15	23	31																
	125	6	12	18	24	31															
	150	5	10	15	20	25	31														
	175	4	8	13	17	22	26	31													
	200	3	7	11	15	19	23	27	31												
	225	3	6	10	13	17	20	24	27	31											
	250	3	6	9	12	15	18	21	24	28	31										
	275	2	5	8	11	14	16	19	22	25	28	31									
	300	2	5	7	10	12	15	18	20	23	25	28	31								
	325	2	4	7	9	11	14	16	19	21	23	26	28	31							
	350	2	4	6	8	11	13	15	17	20	22	24	26	28	31						
	375	2	4	6	8	10	12	14	16	18	20	22	24	26	29	31					
	400	1	3	5	7	9	11	13	15	17	19	21	23	25	27	29	31				
	425	1	3	5	7	9	10	12	14	16	18	20	21	23	25	27	29	31			
	450	1	3	5	6	8	10	12	13	15	17	19	20	22	24	25	27	29	31		
	475	1	3	4	6	8	9	11	13	14	16	18	19	21	22	24	26	27	29	31	
	500	1	3	4	6	7	9	10	12	14	15	17	18	20	21	23	24	26	28	29	31
B																					
Number of Persons in the Shelter																					

NEBRASKA (McGOWEN-EDUCATOR) CRACKER RATION CHART
(Based on a Two-week Stay)

Directions: Find the number of wafers to be given to each person each day by doing the following:

1. Count the total number of boxes of Bulgur Wafers in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
3. The correct daily ration for each person can be found where row and column intersect. There will always be some rations left over.

Example: For 184 persons and 37 boxes of wafers, use 200 persons and 35 boxes. Each person gets 18 wafers daily.

Number of Boxes of Bulgur Wafers
in the Shelter

A B	Number of Persons in the Shelter																			
	5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	100
25	21	25																		
50	10	21	25																	
75	7	14	21	25																
100	5	10	16	21	25															
125	4	8	12	17	21	25														
150	3	7	10	14	18	21	25													
175	3	6	9	12	15	18	21	24	25											
200	2	5	8	10	13	16	18	21	24	25										
225	2	4	7	9	12	14	16	19	21	24	25									
250	2	4	6	8	10	12	15	17	19	21	23	25								
275	1	3	5	7	9	11	13	15	17	19	21	23	25							
300	1	3	5	7	9	10	12	14	16	18	19	21	23	25						
325	1	3	4	6	8	9	11	13	14	16	18	19	21	23	24	25				
350	1	3	4	6	7	9	10	12	13	15	16	18	20	21	23	24	25			
375	1	2	4	5	7	8	10	11	12	14	15	17	18	20	21	23	24	25		
400	1	2	4	5	6	8	9	10	12	13	14	16	17	18	20	21	22	24	25	
425	1	2	3	5	6	7	8	10	11	12	13	15	16	17	19	20	21	22	24	25
450	1	2	3	4	6	7	8	9	10	12	13	14	15	16	18	19	20	21	22	24
475	1	2	3	4	5	6	7	9	10	11	12	13	14	15	17	18	19	20	21	22
500	1	2	3	4	5	6	7	8	9	10	11	12	14	15	16	17	18	19	20	21
B																				

BULGUR WAFER RATION CHART
(Based on a Two-week Stay)

Directions: Find the number of pieces of carbohydrate supplement to be given to each person each day by doing the following:

1. Count the total number of boxes of carbohydrate supplement in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
3. The correct daily ration for each person can be found where row and column intersect. There will always be some left over.

Example: For 184 persons and 4 boxes of carbohydrate supplement, use 200 persons and 4 boxes. Each person gets 8 pieces of carbohydrate supplement daily.

Number of Boxes of Carbohydrate Supplements
in the Shelter

A	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	A
25	17																				
50	8	17																			
75	5	11	17																		
100	4	8	12	17																	
125	3	6	10	13	17																
150	2	5	8	11	14	17															
175	2	4	7	9	12	14	17														
200	2	4	6	8	10	12	15	17													
225	1	3	5	7	9	11	13	15	17												
250	1	3	5	6	8	10	12	13	15	17											
275	1	3	4	6	7	9	10	12	14	15	17										
300	1	2	4	5	7	8	10	11	12	14	15	17									
325	1	2	3	5	6	7	9	10	11	13	14	15	17								
350	1	2	3	4	6	7	8	9	11	12	13	14	15	17							
375	1	2	3	4	5	6	8	9	10	11	12	13	14	16	17						
400	1	2	3	4	5	6	7	8	9	10	11	12	13	15	16	17					
425	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
450	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
475	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17				
500	1	2	3	4	5	6	6	7	8	9	10	11	12	12	13	14	15	16	17		
B																					

CARBOHYDRATE SUPPLEMENT RATION CHART
(Based on a Two-week Stay)

Number of Drums of Water

A		Number of Drums of Water																																B		
		4	6	8	10	12	14	16	18	20	22	24	26	28	30	32	34	36	38	40	42	44	46	48	50	52	54	56	58	60	65	70	75	80	A	
25		4	7	9	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
50		2	3	4	6	7	8	9	10	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
75		1	2	3	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
100		1	1	2	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
125		1	1	2	3	3	4	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
150		1	1	2	2	2	3	3	4	4	4	5	6	7	8	9	10	10	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
175		1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	10	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
200		1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	10	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
225		1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
250		1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
275		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
300		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
325		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
350		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
375		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
400		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
425		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
450		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
475		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	
500		1	1	1	1	1	1	2	2	2	3	3	4	4	5	6	7	8	9	10	11	12	12	12	12	12	12	12	12	12	12	12	12	12	12	

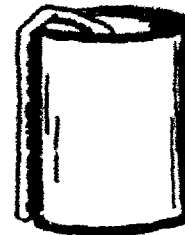
WATER RATION CHART (Based on a Two-week Stay)

- Directions: Find the number of cups of water to be given to each person each day by doing the following:
1. Count the total number of full water drums available in the shelter. Look this number up in Column A. If the number is not on the table, use the next lower number.
 2. Look up the number of persons in the shelter in Row B. If the number is not on the table, use the next higher number.
 3. The correct daily water ration for each person can be found where row and column intersect. There will always be some rations left over. The above calculations allow for 10% reserve.

Example: For 184 persons and 48 drums of water, use 200 persons and 48 drums. Each person gets 7 cups of water daily.

Procedure for Taking Water from
Water Drum by Siphon

1. Get the siphon hose and water cups which are located in the Sanitation Kits.
2. Remove the tie wires from both plastic bags. Insert the rubber tubing through the hole in the inner plastic bag, leaving about 6 inches of the tubing sticking out of the end of the bag.
3. Double back this last 6-inch section and pinch tightly.
4. Hold the plastic bag around the tubing with one hand and with the other, pull the pinched end of the tubing out of the bag and then straight downward so that it is just below the level of the bottom of the water drum. Be careful not to pull the other end of the tubing out of the water.
5. Unpinch, and water will siphon out. In order for the water to flow, the outside end of the tubing must be near the bottom of the container.
6. To stop the flow of water, double back the last 6 inches. Tie the folded tubing with the tie wire from the water bags.
7. When water ceases to flow due to the low level of water remaining in the drum, elevate the water drum by putting it on another drum or on a box to restart the flow of water.



PERMANENT PHASE

HEAD OF THE SHELTER MEDICAL STAFF

Important For Survival That You Carry Out All These Instructions.

1. You are the Head of the Shelter Medical Staff. Obtain the Information Cards in the possession of either the Assistant Shelter Manager or the Administrative Clerk, and use them to select an assistant.
2. Your responsibilities as Head of the Shelter Medical Staff include the following:
 - Give immediate treatment to patients. Locate and read carefully the stocked booklet Medical Care in Shelters. Pay particular attention to pages 63 through 67. These pages will instruct you in the use of the medical supplies and in the dispensing of medicines. When giving medication to a patient remember to:
 - Ask the patient if he is allergic to the medicine before administering.
 - Read the label twice before dispensing a drug since mis-application or an overdose could cause a great deal of harm to a patient. Remember that child dosages are much smaller than those given to an adult. Your assistant must double check your dosage calculation before you give any medication.
 - Record information on the attached Medical Record for each patient you have treated. This is very important as follow-up treatment may have to be given; therefore you must be aware of the type of treatment that was given earlier.
 - Determine what items are left in the Medical Kit by taking inventory using the list stocked in the Medical Kit. Be sure that you know the amount of available medical supplies at all times. Keep strict control of all medical supplies. Do not leave the kit unguarded.
 - If you are not satisfied with the location of the Medical Area, you may move it to another area; consult with the Shelter Manager before relocating. If possible, enclose the Medical Area for privacy.
 - Check on the availability of bunks and blankets and the possibility of storing them in the Medical Area. Set up bunks as they are needed.

3. You are directly responsible to the Director of Operations. If more supplies or assistants are needed, you should tell the Director of Operations.
4. If sterilization of equipment is needed, an alcohol stove can be made by emptying the sodium bicarbonate can of its contents, perforating it near the base (ask the Director of Supply and Maintenance for a can opener), soaking a piece of gauze in alcohol and placing it in the can, lighting the gauze, and replacing the lid on the can. This stove will provide a good means of sterilization for minor surgery such as lancing boils, etc.
5. If someone dies, the medical staff should tag the body (name, date of death, cause of death), wrap the body in a plastic bag, and move it out of the shelter and away from the shelter location.
6. Immediate attention should be given medical emergencies such as hemorrhage, bone fractures, and extreme hysteria. As quickly as possible, a survey should be made of the entire shelter population in order to ascertain special medical problems such as diabetes, contagious diseases, etc. See Medical Care in Shelters for treatment of these and other physical ailments.

Complaints that arise as confinement progresses will likely include the following:

-Nausea

Some adults as well as children may have nausea reactions to the food. This situation is temporary, and these persons should be encouraged to eat. Some persons may become nauseated due to eating only the carbohydrate supplement: in this case insist that they eat other food rations.

-Headache

The decrease in food consumption, relative inactivity, coffee or nicotine deprivation, sleeping difficulties, and warm, stale air will tend to produce many headache complaints which can be treated with aspirin, or in some cases, phenobarbital.

-Body soreness

Sleeping and sitting on the floor and possible cool temperatures in the shelter will cause body discomforts. If these complaints are severe, they can be treated with aspirin or phenobarbital. Suggestions on practical means of alleviating the causes of the discomfort should be made when possible.

-Constipation

A decrease in food consumption will affect the body elimination process. After several days in the shelter, concern may arise over irregularity or the absence of bowel movements and heavy concentrations of urine. Generally, some explanation of the

naturalness of this condition will reassure the person. However, further treatment may be required if the complaint appears to be producing a serious physical or psychological problem.

-Mouth sores

This complaint may arise due to a physiological reaction to changes in the diet. Mouth sores may also be due to the consumption of too large a quantity of carbohydrate supplement, in which case the amount consumed by these persons should be reduced or temporarily discontinued.

7. You are responsible for giving psychological support to emotionally disturbed persons if such a need arises. Find out if there is anyone in the shelter who has had experience in this type of therapy such as a psychologist or social worker. Ask them to help you with this task. Basic psychological first aid procedures follow:

-Interview the individual and:

- Permit him to express his problems.
- Provide reassurance.
- Identify skills that the person may use after he has sufficiently recovered.
- Recommend to the management staff that the individual be assigned some useful task.
- Children and the aged may present special emotional problems. Alcoholics and drug addicts may cause other problems.
- If a person appears to be dangerous, consult the shelter management staff concerning physical restraint or confiscation of dangerous property.
- Use of OCD-stocked phenobarbital may prove very helpful as a tranquillizing agent for over-excited individuals and alcoholics or drug addicts experiencing withdrawal symptoms.
- Remember, your task in psychological support is (1) to help alleviate the mental anguish of individuals suffering from reaction to disaster, (2) to prevent psychological problems from disrupting shelter living, and (3) to help the emotionally disturbed person become a useful, functioning member of the shelter population.

Medical Record

Date/Time	Last Name	Sex	Age	Diagnosis	Treatment	Treated By
<p>(Multiple copies of this form would be included in a handbook to be used operationally.)</p>						

(Multiple copies of this form would be included in a handbook to be used operationally.)

PERMANENT PHASE

DIRECTOR OF SUPPLY AND MAINTENANCE

Important For Survival That You Carry Out All These Instructions.

You are in charge of supply, maintenance, sanitation, ventilation, and security.

Do Immediately

1. Ask for a volunteer, preferably with some knowledge of fire fighting. Give him the attached sheet entitled, Head of the Fire Control Team. You are to see that he carries out his duties.
2. Go to the Assistant Shelter Manager and obtain the names of the temporary officers listed below. Ask each of the temporary officers where their supplies are located and list the supplies on the Supply Inventory sheet found at the end of your instructions.

Temporary staff positions

Name

Temporary Water Supply Officer

Temporary Food Supply Officer

Temporary Radiological Officer (1 and 2)

Temporary Sanitation Officer

Temporary Medical Officer

Temporary Ventilation Officer

3. If ventilation equipment is available in your shelter, ask the Temporary Ventilation Officer to continue to supervise its operation until permanent ventilation watches can be established. Check hourly on the condition of the plastic ducts.
4. If the radiation level permits, send out a crew to get extra needed supplies and tools in the rest of the building. Give special attention to supplies for infants and the injured or ill. Clear this action with the Shelter Manager and the Director of Radiological Monitoring and Communications.
5. Recruit a maintenance crew to do the following:
 - Look for water pipes which can be tapped. The following

procedure for tapping water pipes should be used:

- Close intake valves to the building and to the water sources being tapped to prevent backflow.

- Open a valve or faucet at the highest point possible above the water source (highest level in a building, top of tank, etc.) to permit water to flow. Close all other valves except the outlet valve at the bottom.

- Find a hose or faucet to control the flow of water from the outlet.

-In addition to water pipes, check the following items as possible sources of water:

- Hot-water tanks, toilets, and storage tanks.

- Bathtubs, sinks, and faucets.

- Liquid-packed canned foods, melted ice, etc.

- Privately stocked water supplies and wells.

If a water source is outside the shelter, put as much water as possible in empty water barrels or other containers, and bring them into the shelter before the outside radiation level becomes critical.

- Check daily and repair any equipment in the shelter. If electric power is still available, the crew should make every effort to keep lights, telephones, and air conditioning or heating equipment working.

- Check to see if emergency power sources such as motor-driven generators, battery-powered or manual generators are available. When using auxiliary power supplies, consider the following:

- Exhaust--Faulty exhaust could cause carbon monoxide poisoning. Exhaust ducts should pass to the outside of the shelter.

- Heat--Heat from engines may be excessive, causing changes in temperature and humidity.

- Fuel--Fuel may constitute a severe fire hazard and extreme caution should be used in handling it. Fuel consumption must be regulated and rationing utilized if necessary.

-Locations--Engines could be located in areas where radio-activity levels make servicing difficult. In the shelter, shelter occupants must be protected from engine hazards.

-Noise--High noise levels from engines may have an adverse psychological effect on the shelter occupants.

6. Emergency lighting may be secured from the following sources:

-Generator lighting.

-Battery powered lighting.

-Non-electric sources such as kerosene lamps, lighters, candles, etc. (Extreme caution should be utilized with this source of lighting, and fire safety measures should constantly be observed.)

Many shelter activities can be carried out under reduced illumination, and no artificial lighting may be required.

7. The following steps regarding commode sanitation should be taken immediately:

-Check to see that all flush commodes are sealed off. These commodes should not be used because all water in the building must be saved.

-Consult your supply of Sanitation Kits III or IV (chemical commodes). On the basis of one chemical commode per 100 people, set up enough Sanitation Kits at one time to serve all the people in the shelter. If you have to make a Commode Area, stack up food boxes, or hang newspapers, coats, blankets, etc. on string to provide privacy. Be sure to use corners so that you will have to form only one wall of boxes for privacy, putting the men's Commode Area in one corner of the shelter and the women's in another. (See Instructions for Setting up Chemical Commode near the end of your instructions.)

8. Post the rules governing commode use immediately outside the Commode Areas where they can be seen easily. (Rules will be found near the end of your instructions.) Clearly mark the male Commode Area and the female Commode Area.

9. Set up disposal areas for all wastes and trash. These areas should be outside the shelter if radiation level permits. If some supplies are stored outside the shelter, locate the waste area away from the supplies--for example, outside a different door.

Dc Daily

1. Issue food and water rations to the Director of Operations or the Section Leaders each morning. The Director of Operations will decide on the distribution method and ration amounts. Keep accurate records of all supplies issued by you.
2. See that the Head of the Fire Control Team daily inspects the shelter for fire or accident hazards. Help him determine the best fire escape route. Do not leave the shelter unless absolutely necessary. If you have to leave the shelter due to fire, take as many supplies as possible with you.
3. Direct at least one clean-up period each day with the assistance of the Section Leaders. Floors can be swept with flaps from food boxes. Trash should be placed in empty food tins--do not place trash in cardboard containers because of the fire hazard. Check each section to make sure it has been cleaned. Sanitation is very important!
4. Appoint one or more Section Leaders to select male and female Commode Monitors each day. Rotate this responsibility among the Section Leaders. (Commode Watch is explained under General Directions.)
5. Supervise the Commode Monitors daily to make sure the Commode Areas are kept clean and sanitary. Remind Section Leaders to instruct people not to throw sharp objects into the commodes. Improper sanitation can be a major health hazard!
6. Check the commodes frequently to see if they are full. When the commodes are almost full tie off each plastic bag liner with tape wires used to secure water-drum plastic bags. Move the entire metal commode outside the shelter.

General Directions

Supervise the watch members (mentioned below) chosen in advance by the Section Leaders. It is your duty to see that these persons report to their assigned watches on time.

1. Safety Watch--One guard for every 100 persons in the shelter should stand watch in 4-hour shifts around the clock. Their duties include (1) guarding the doors to let in or out only those authorized by the Shelter Manager, and (2) maintaining a fire watch at night.
2. Supply Watch--One guard on duty at the Supply Area should stand watch for each 4-hour shift around the clock. Allow only those authorized by the Director of Supply and Maintenance to pick up supplies.

3. Commode Watch--Both the male and female commodes should be monitored at all times. Section Leaders will be responsible for assigning people to Commode Watches for a period of one hour. Eventually, most persons in the shelter will be assigned to this task. Commode Monitors must:
 - Keep the Commode Areas clean.
 - Replace the commode tissue rolls as needed.
 - Remind commode users of the sanitation rules posted outside the Commode Area. (The Section Leaders will instruct the Commode Monitors to ask the people immediately before they enter the Commode Area to read the rules for keeping the area clean.)
 - Check the commodes to make sure they are clean at the end of every hour. If they are not, clean them. A mop which has been used in the Commode Area should not be used anywhere else in the shelter.
4. Detention Watch--You may have to form a Discipline Committee for taking disciplinary action against persons who endanger the common welfare. These persons will be referred to the Committee by Section Leaders. If necessary, the Discipline Committee may appoint guards. Detention Watches and Detention Areas should be established as needed. Instruct the Administrative Clerk to record these proceedings in the Shelter Log. Inform the Shelter Manager of these events.
5. Ventilation Watch--If the Ventilation Kit is used and electric power is not available, instruct Section Leaders to assign people to operate the unit manually at a comfortable rate, about 45 to 60 revolutions per minute. Shifts should be as long as people can pedal easily.
6. Post the following signs on sanitation and supply conservation in a prominent place.

**OBSERVE SANITATION
REGULATIONS
TO HELP PREVENT DISEASE**

**DO NOT WASTE
SUPPLIES**

Instructions for Setting up Chemical Commode

The round, cardboard drum marked Sanitation Kit III or IV contains supplies needed for setting up a chemical commode. You must get an empty, metal water drum before you begin. If there is no empty metal water drum get one that is full.

1. Empty the cardboard drum of its contents.
2. Unfold the plastic bag liner assembly (2 liners--one inside the other) and place them in the empty, metal water drum with the bottoms of the bags resting smoothly on the base of the drum. Do not use the cardboard drum for the commode. If the water drum is full, put the plastic bag liner assembly in the cardboard drum and empty the water into it. Spread open the tops of the bags and fold them about 4 inches over the top edge of the drum.
3. Following the directions on the bottle or the packet, carefully add the chemical to the commode.
4. Place the commode seat on the drum and make sure it holds the plastic bags in place over the commode edge.
5. Between uses, the drum cover should be placed upside down on the commode seat to reduce odor and to protect the seat.

When a commode is almost full, tie off each plastic bag liner with the tape wires used to secure water-drum plastic bags. Leave some slack in the liners to allow for the expansion of any gases which may form. Move the entire metal commode outside the shelter, using an exit and an area other than the one used for food supply storage, if possible.

POST OUTSIDE COMMODE AREAS

COMMODE SANITATION

1. DO NOT THROW TRASH OR SHARP OBJECTS IN THE COMMODES BECAUSE THEY WILL DAMAGE THE PLASTIC BAGS AND MAKE THEM LEAK.
2. ALWAYS USE THE COMMODE IN A SEATED POSITION ONLY. DO NOT WET COMMODE SEATS.
3. DO NOT WASTE TOILET TISSUE.
4. AFTER USING COMMODE, PUT THE TOP ON UPSIDE DOWN TO HOLD THE SEAT ON. RETURN TOILET TISSUE TO COMMODE MONITOR.
5. MORE TOILET TISSUE MAY BE OBTAINED FROM THE COMMODE MONITOR.
6. SANITARY NAPKINS MAY BE OBTAINED FROM THE MEDICAL STAFF.
7. IF THE COMMODE AREA NEEDS TO BE CLEANED, TELL THE COMMODE MONITOR.
8. CHILDREN MUST BE ACCOMPANIED BY AN ADULT.
9. A MOP USED IN THE COMMODE AREA SHOULD NEVER BE USED ANYWHERE ELSE IN THE SHELTER.

(Multiple copies of this notice would be included in a handbook to be used operationally.)

Supply Inventory

Inventory taken by _____ Date _____

Directions: Use this page to take inventory of the supplies stocked in the shelter. Take a careful count of all supplies as listed.

1. Food:

- a. Number of Nabisco Biscuit boxes _____
- b. Number of Kroger Cracker boxes _____
- c. Number of Burry Biscuit boxes _____
- d. Number of Nebraska Cracker boxes _____
- e. Number of Bulgur Wafer boxes _____

Total number of boxes _____

2. Carbohydrate Supplement: Number of tins _____

3. Water:

- a. Number of full drums _____
- b. Partially full drums _____
(Equivalent in full drums)
- c. Number of empty drums _____

Total amount of water _____

4. Medical Kits:

- a. Number of Medical Kits A _____
- b. Number of Medical Kits C _____

Total number of Medical Kits _____

5. Sanitation Kits:

- a. Number of Sanitation Kits III _____
- b. Number of Sanitation Kits IV _____

Total number of Sanitation Kits _____

6. Radiation Detection Kit: Number of kits _____

7. Ventilation Kit: Number of kits _____

PERMANENT PHASE

HEAD OF THE FIRE CONTROL TEAM

Important for Survival That You Carry Out All These Instructions.

1. You are Head of the Fire Control Team.
2. Recruit, with the assistance of Section Leaders, several men to help you. Try to find those who are familiar with fire-fighting procedures.
3. Make sure that all windows and doors not in use are closed.
4. Locate all fire extinguishers, fire-fighting equipment, and rescue equipment such as stretchers, ropes, and axes. Bring this equipment to the Command Post if this action has not already been taken.
5. Ask the Shelter Manager to have announced to everyone in the shelter the location of this equipment.
6. Read the directions on the fire extinguishers. Tell your assistants how to use them if they do not already know. Include the following rules:
 - Water must not be used for an electrical or chemical fire. Use sand, dirt, or some dry, nonflammable material to put out these types of fires.
 - Extinguishers with vaporizing liquids such as carbon tetrachloride, chlorobromomethane, or carbon dioxide should not be used in a small, closed area, since these liquids give off toxic fumes in a fire. Be sure to check the contents and the directions on the labels of the fire extinguishers before using them.
7. Establish regulations governing smoking and fire prevention. You may wish to allow smoking only in certain areas, and if the shelter is overcrowded or if there is poor ventilation, you may wish to prohibit smoking entirely. Remember, only metal containers should be used for trash. Your regulations must be approved by the Director of Supply and Maintenance and the Shelter Manager. Announce, post, and enforce these regulations.
8. You and your assistants are to plan emergency fire exit routes. Try to coordinate these routes with each Section Leader, utilizing the available aisle space in each section. Stress to the Section Leader the importance of keeping the emergency routes clear. Ask the Shelter Manager to have announced to everyone in the shelter the location of the emergency exit routes.

9. Confirm the location of the fire-fighting equipment and the emergency exit routes on each Section Leader's Map Form.
10. Hold a fire drill as soon as possible with one section at a time. Make certain that each person knows where to go and what to do in case of fire, and have everyone walk through the correct fire-escape procedure. Hold fire drills periodically.
11. Report to the Director of Radiological Monitoring and Communications before going outside the shelter area.
12. Make daily checks for fire or accident hazards in the shelter.
13. Report to the Director of Supply and Maintenance for information on fire watches being established.

PERMANENT PHASE

ADMINISTRATIVE CLERK

Important For Survival That You Carry Out All These Instructions.

1. Distribute, collect, classify, and file the forms on the Administrative Clerk's List of Shelter Forms found on the following page. The Assistant Shelter Manager will give you the Information Cards filled out by the shelter occupants.
2. Perform secretarial duties for the Shelter Manager.
 - You are to record the individual radiation dose received by those persons in the shelter whose duties require them to go outside the shelter for short periods of time (for example, the radiological team, Safety Watch). Also keep a daily record of the in-shelter level of radiation by section. The Director of Radiological Monitoring and Communications will give you this information to enter on the Section Radiation Dose Record form. Keep dose records on the back of the Information Cards for those individuals who received any dosage above that of their section.
 - Under the direction of the Shelter Manager, keep a daily log of all events that occur in the shelter--for example, arrivals and departures, crimes and disciplinary measures, group entertainment, births, and deaths. Record the names of all persons involved. The Shelter Log is attached to this sheet.
 - Attend meetings of the shelter staff and Advisory Council and keep the minutes. The Advisory Council consists of the Assistant Shelter Manager and the Section Leaders. Record points of discussion, decisions that were made, and any other pertinent information in the Shelter Log.
 - Follow the instructions of the Shelter Manager.
3. You should obtain all the completed copies of each of the following forms for your files. Some staff members need to keep their forms. Make copies of these. Keep your files in order so the Shelter Manager can immediately obtain information when he needs it. Properly kept records are vital!

Administrative Clerk's List of Shelter Forms

Temporary Staff Forms

(Obtain all forms from the Assistant Shelter Manager.)

- Information Cards
- Medical Record
- Temporary Communications Officer's Log

Make a list of the names and positions of temporary staff members.

Permanent Staff Forms

- Administrative Clerk's Section Radiation Dose Record
- Shelter Log
- Medical Record (Make a daily copy for your files.)
- Radiological Monitor's Log (Make a daily copy for your files.)
- Communications Monitor's Log--Outgoing Messages (Make a daily copy for your files.)
- Communications Monitor's Log--Incoming Messages (Make a daily copy for your files.)
- Section Leader's Food Ration Check List (Make a daily copy for your files.)
- Section Leader's Water Ration Check List (Make a daily copy for your files.)
- Shelter Staff Organization Chart (Obtain staff members' names from the Shelter Manager.)
- Shelter Map (Obtain information from the Shelter Manager.)
- Shelter Schedule (Obtain from the Shelter Manager.)
- Supply Inventory (Obtain information from the Director of Supply and Maintenance.)

(Multiple copies of some of these forms would be included in handbooks to be used operationally.)

Administrative Clerk's
Section Radiation Dose Record

Important for Survival That This Record Be Kept--Do Daily

Directions: After the Director of Radiological Monitoring and Communications has completed his daily section monitoring, get a copy of his readings for your own records. If he takes more than one reading per section per day, record the average reading in the proper box.

	Day													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Section 1														
Section 2														
Section 3														
Section 4														
Section 5														
Section 6														
Section 7														
Section 8														
Section 9														
Section 10														
Section 11														
Section 12														
Section 13														
Section 14														
Section 15														
Shelter Average														

(If there are more sections, use the back of this sheet.)

Shelter Log

Directions: Keep a log of all events occurring during your stay in the shelter on this sheet. Special emphasis should be placed on the recording of decisions made by the Shelter Manager and his staff, as well as the recording of births, deaths, trips outside shelter, etc. Be sure to record the proper date and time for each entry, as well as the initials of the person who records that entry. Make additional pages if needed.

Date/Time	Event	Initials
<u>Example:</u> 9/3/66 4:10 P.M.- 4:15 P.M.	Security detail sent out to inspect building for damage that could endanger shelter. Members were foreman John Doe, Ed Smith, Jim Jones. No serious damage reported.	ABC

1

[illegible]

Radiological Monitor's Log

Date/Time	Inside Shelter Rate Readings	Location of Reading	Monitor's Initials
<u>Example:</u> 25 April, 7 A.M.	.5 r	Section 1	MLK

Communications Monitor's Log
(Outgoing Messages)

Date/Time	Message	Message Sent To	Ordered By	Monitor's Initials
<u>Example:</u> 25 April 8 A.M.	Shelter secure and filled to capacity	EOC	Shelter Manager	MLK

Communications Monitor's Log
(Incoming Messages)

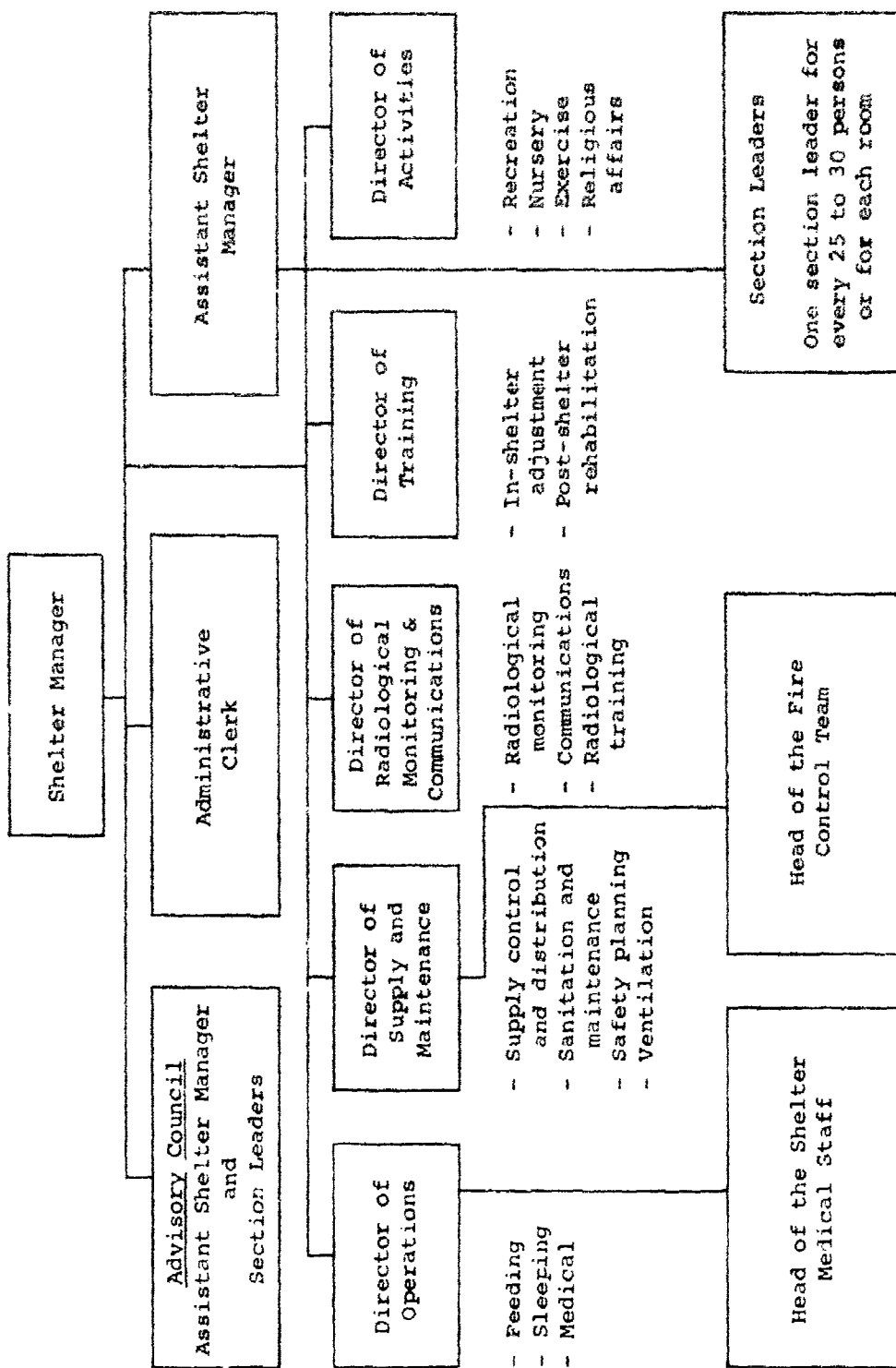
Date/Time	Message	Source of Message	Date/Time Reported to Shelter Manager	Monitor's Initials
<u>Example:</u> 25 April 6 A.M.	Fallout has started	Radio	25 April 6:15 A.M.	MLK

Day of Week		Day of Week		Day of Week		Day of Week	
Name	S M T W T F S	Name	S M T W T F S	Name	S M T W T F S	Name	S M T W T F S
1. B		19. B		7. B		25. B	
2. L		20. L		8. L		26. L	
3. A		21. A		9. A		27. A	
4. S		22. S		10. S		28. S	
5. B		23. B		11. B		29. B	
6. L		24. L		12. L		30. L	
7. A				13. A			
8. S				14. S			
9. B				15. B			
10. L				16. L			
11. A				17. A			
12. S				18. S			

SECTION LEADER'S FOOD RATION CHECK LIST

(Multiple copies of this form would be included in each Section Leader's leaflet in a handbook to be used operationally.)

Day of Week		Day of Week		Day of Week		Day of Week		Day of Week	
Name	SMTWTFS	Name	SMTWTFS	Name	SMTWTFS	Name	SMTWTFS	Name	SMTWTFS
1.		7.		13.		19.		25.	
2.		8.		14.		20.		26.	
3.		9.		15.		21.		27.	
4.		10.		16.		22.		28.	
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Shelter Staff Organization

Shelter Map

On the bottom of this page, you should draw a rough copy of the floor plan of your shelter. Listed below are several items which should be on the map.

1. Fire Extinguishers
2. Fuse Box
3. Plumbing Fixtures
4. Commode Areas
5. Supplies
6. Medical Area
7. Command Post
8. Nursery Area
9. Doors
10. High Radiation Areas (danger areas)
11. Communications Set-Up
12. Air Vents or Ducts
13. Radiological Monitor's Area
14. Water Pipe Tap Location

Supply Inventory

Inventory taken by _____ Date _____

Directions: Use this page to take inventory of the supplies stocked in the shelter. Take a careful count of all supplies as listed.

1. Food:

- a. Number of _____ Biscuit boxes _____
- b. Number of _____ Cracker boxes _____
- c. Number of _____ Biscuit boxes _____
- d. Number of Nebraska Cracker boxes _____
- e. Number of Bulgur Wafer boxes _____

Total number of boxes _____

2. Carbohydrate Supplement: Number of tins _____

3. Water:

- a. Number of full drums _____
- b. Partially full drums _____
(Equivalent in full drums)
- c. Number of empty drums _____

Total amount of water _____

4. Medical Kits:

- a. Number of Medical Kits A _____
- b. Number of Medical Kits C _____

Total number of Medical Kits _____

5. Sanitation Kits:

- a. Number of Sanitation Kits III _____
- b. Number of Sanitation Kits IV _____

Total number of Sanitation Kits _____

6. Radiation Detection Kit: Number of kits _____

7. Ventilation Kit: Number of kits _____

PERMANENT PHASE

DIRECTOR OF RADIOLOGICAL
MONITORING AND COMMUNICATIONS

Important For Survival That You Carry Out All These Instructions.

You are in charge of radiological monitoring and communications in the shelter.

Do Immediately

1. Radiological Monitoring

- Locate the yellow radiological monitoring instruments and the yellow booklet entitled Handbook for Radiological Monitors. (The Temporary Radiological Officer should have these.)
- Select at least 6 people with backgrounds in electronics, physics, or other sciences to be your radiological monitoring team. Make selections using Section Leaders' assistance and Information Cards. Information Cards are in the possession of the Administrative Clerk.
- Train this staff to perform in-shelter monitoring operations using the Handbook for Radiological Monitors; refer to pages 22-24, "Shelter Operations." Read the entire booklet when you have time.
- Set up a 24-hour watch schedule (three 8-hour shifts) to monitor in-shelter radiation levels.
- Alternate your team members for assignments that require leaving the shelter so that the total radiation dose any one person accumulates will be small. When possible, use persons over 45 for assignments outside of the shelter.
- Utilize the following methods to increase the available protection against radioactivity, if radiation doses approach critical levels in the shelter:
 - Increase shielding by piling up dense items between the shelter occupants and the source of radiation. Food boxes, water drums, and other shelter supplies can be used for this purpose.
 - Rope off areas that cannot be shielded.
 - Construct baffles in front of doors and windows.

THIS
PAGE
IS
MISSING
IN
ORIGINAL
DOCUMENT

level records. Other team members who are required to go outside the shelter should report to you when they return; you should determine the dose they received and report it to the Administrative Clerk.

-Perform all in-shelter monitoring operations as outlined in the section of the Handbook for Radiological Monitors entitled "Shelter Operations."

2. Communications

In supervising the Communications Monitor's team, make sure that the following things are done:

-Establish a 24-hour communications watch and see to it that all messages sent and received are accurately recorded on the Communications Monitor's Log attached to this leaflet.

-Make certain that all incoming messages are given to the Shelter Manager.

General Directions

1. Radiological Monitoring

-Make sure that shelter emergence takes place only when radiation levels are low enough to be safe, and after proper authorization (Emergency Operating Center). Emergence before the radiation level is safe should be considered only when the shelter becomes dangerous through fires or structural damage. Temporary exit may occur when the dead are buried, waste and garbage are removed, supplies are replenished, and preparation is begun for recovery operations. Those who participate in initial emergence should be provided with radiological instruments and told how long they can remain outside the shelter.

-Inform the Shelter Manager when it is safe to leave the shelter permanently. Give each person a written approximation of his accumulated dose.

2. Communications

Establish a uniform procedure for sending messages.

Radiological Monitor's Log

Date/Time	Inside Shelter Rate Readings	Location of Reading	Monitor's Initials
<u>Example:</u> 25 April, 7 A.M.	.5 r	Section 1	MLK
(Multiple copies of this form would be included in a handbook to be used operationally.)			

Communications Monitor's Log
(Outgoing Messages)

Date/Time	Message	Message Sent To	Ordered By	Monitor's Initials
<u>Example:</u> 25 April 8 A.M.	Shelter secure and filled to capacity	EOC	Shelter Manager	MLK

(Multiple copies of this form
would be included in a handbook
to be used operationally.)

Communications Monitor's Log
(Incoming Messages)

Date/Time	Message	Source of Message	Date/Time Reported to Shelter Manager	Monitor's Initials
<u>Example:</u> 25 April 6 A.M.	Fallout has started	Radio	25 April 6:15 A.M.	MLK
(Multiple copies of this form would be included in a handbook to be used operationally.)				

(Multiple copies of this form would be included in a handbook to be used operationally.)

PERMANENT PHASE

DIRECTOR OF TRAINING

Important For Survival That You Carry Out All These Instructions.

1. Your total responsibility is to see that (1) the shelter population is trained concerning the nature of radioactive fallout, (2) Section Leaders give attention to the problems of shelter living, and (3) the group is trained for the time when they leave the shelter either temporarily or permanently. The following pages contain material covering these aspects of training. The material is designed to give basic information, and lecture or discussion leaders may draw from it in their presentations.
2. Choose and train assistants to lead discussions in consultation with Section Leaders. Give a topic to each assistant so he can read the material and prepare to discuss it.
3. Organize discussion groups of people either by (1) sectional discussions if the shelter is large, or (2) leading a discussion with all people attending if the shelter is small.
4. Make discussion periods brief. If people are interested, however, discussion could be continued. Present training lectures twice a day.
5. Presentation of the training material should be kept on a level that most persons can comprehend. Questions and discussion should be encouraged until everyone understands the material.
6. The lectures at the end of your instructions are arranged in the order in which they should be presented. Material in the first lectures will be needed to understand the later information.

Note To Reader

It is suggested that training lectures covering the following topics be included in a handbook to be used operationally.

- *1. Adjustment to Shelter Life
- *2. Staff Organization
3. Nuclear Explosions, Fallout, and Radiation
4. Protection from Radiation
5. Emergency Operating Center
- *6. Shelter Sanitation
- *7. Shelter Accident Prevention
- *8. Shelter Fire Safety
9. First Aid I: Fundamental First Aid and Artificial Respiration
10. First Aid II: Termination of Bleeding and Prevention of Shock
11. Worker Safety Measures
12. Water Pipe Tapping and Other Sources of Water Supply
13. Water Decontamination
14. Water Purification
15. Food Decontamination
16. Waste Disposal
17. Rural Decontamination
18. Suitable Crops for Contaminated Land
19. Use of Contaminated Livestock and Feeds
20. Post-Attack Food Distribution
21. Public Sanitation

*Included in this copy.

Lecture 1--Adjustment to Shelter Life

This training session is designed to help individuals adjust to the difficulties of shelter life.

1. We are in this shelter to escape from danger due to radioactive fallout. If we are to stay alive, we must remain here until fallout becomes less dangerous.
2. There will be many problems in the shelter which are not encountered in everyday life. One of these problems is the lack of space. It may not seem like it, but there is enough space for everyone. We must all follow one rule--be considerate of others.
3. Sleeping in a room full of people will be a new experience, and sleeping conditions will be very crowded. The floors are much harder than beds; it will take two or three nights to get used to them. One thing which may help is to improvise pillows or mats from coats, shirts, or sweaters. A little exercising will help us get the kinks out after a night's sleep. There will be a night security watch on duty every night to protect us while we sleep.
4. Another problem for many people, and especially children, will be the lack of physical activity. We can all do some exercising, but not much. Children will not be able to run and play noisily.
5. Many of us will be upset because we cannot take a bath or brush our teeth every day. There is not enough water for baths, and there is no place to take one. If it bothers us to be dirty or have body odor, we should remember that everyone else has the same problem. Nobody will be concerned if we are dirty or if we have body odor or if our clothes are wrinkled because they will be in the same condition. After a few days, no one will even think about being dirty.
6. The chemical commodes may be a big problem for some of us because of the height. They were made this way for a purpose, because as water drums they need to hold a lot of water. There will be one or two food boxes placed by each commode. If the commode is too high for you, step up on the food boxes and sit on the commode. Adults should always accompany children 6 years and younger to the commode. Follow instructions of the Commode Monitors. Their job is to see that the Commode Area is kept clean. If it is not kept clean, diseases will spread.
7. Provisions have been made for medical problems such as illness, injury, and personal sanitation. There are medical supplies in the shelter, and there is a medical staff to help us.

8. The food may cause some problems. There is enough food in the shelter to last for two weeks. This supply will provide each person with minimum daily calorie requirements.

The food consists of crackers and a carbohydrate supplement in the form of candy drops. On a diet consisting only of crackers, carbohydrate supplement, and water, everyone may have a few problems. One of these problems may appear to be constipation. However, the decrease in food consumption usually results in a decrease in, or absence of bowel movements.

Another problem caused by the food is that many children may not like it and will not eat it. As a result, some get sick and may even vomit; this reaction is normal and should not cause any alarm. Parents or other adults should firmly insist that children eat all their daily food rations so that sickness can be curtailed or prevented. A cereal can be made by grinding carbohydrate supplement and crackers into water; it has been found that the rations are more acceptable to some children in this form. Of course, adults, too, should eat all of their allotted food rations.

9. There is no single temperature that will suit everyone. It may be too hot for some people and too cold for others. We must try to adjust to the temperature as well as we can. If we really can't stand it, we should talk to our Section Leaders; they may be able to determine if there is a cooler or warmer place in the shelter. It may also be humid and there will be very little fresh air. We all can help this situation by moving around as little as possible so we will perspire less.
10. One problem which cannot be tolerated is noise. Do not allow children to yell or play noisy games. Try not to raise your own voices.
11. Another problem which may bother many people is boredom. One way to ease this problem is to participate in the shelter activities. Bingo games, checker games, cards, and many other items can be made from the cardboard food boxes.
12. If anyone has any complaints or suggestions, he should see his Section Leader. All disputes will be settled through the Section Leaders or the Shelter Manager. No violence will be tolerated in the shelter. The one rule to follow in the shelter is the Golden Rule: Do unto others as you would have them do unto you. Whenever you can, go even further. Try to be helpful to others.
13. The shelter staff is responsible for our welfare. We can help them by doing the jobs they give us and by cooperating with other people.
14. Are there any questions or comments?

Lecture 2--Staff Organization

This training session is designed to acquaint everyone with the organization of the shelter management staff.

1. The shelter staff has been organized with the aid of the Shelter Handbook. The purpose of the Handbook is to help get us through this period of shelter confinement alive and in good health and to prepare us for the post-attack world.
2. The authority of the shelter management staff should not be questioned unless there is an extremely urgent reason for doing so.
3. The Shelter Manager is (name). (He, She) is the person responsible for seeing that all the functions in the shelter are carried out.
4. The Shelter Manager is aided by the Assistant Shelter Manager, (name). (His, Her) job is to help the Shelter Manager take care of details and to take the Shelter Manager's place if it should become necessary.
5. The Administrative Clerk is responsible for keeping a copy of all records and recording the minutes of staff meetings. (He, She) is (name).
6. The Director of Operations is responsible for food and water distribution, sleeping arrangements, food sanitation, and medical care. (He, She) is (name). The Director of Operations may ask for volunteers to help (him, her) with these many duties, and our cooperation is essential.
7. The Head of the Shelter Medical Staff is (name), and (he, she) is serving as our physician. If we have any medical complaints, we are to see the Head of the Shelter Medical Staff in the MEDICAL AREA.
8. The Director of Supply and Maintenance is (name). (He, She) is responsible for supplies, maintenance, sanitation, and security watches. (He, She), too, will need many volunteers to help (him, her), and our cooperation is necessary.
9. The Head of the Fire Control Team is (name), and (he, she) is responsible for seeing that fire prevention rules are prepared and followed.
10. The Director of Radiological Monitoring and Communications is (name). (He, She) has the important job of

checking the level of radiation in the shelter. (He, She) must check everyone that enters and leaves the shelter. The Director of Radiological Monitoring and Communications is also in charge of maintaining communications with the outside world and (he, she) will be in need of volunteers to help.

11. (Name) is the Director of Activities. (He, She) is in charge of the nursery, exercise, recreation, and religious activities. These activities will make the shelter stay pass more quickly and pleasantly. The Director of Activities will also need volunteers.

12. I am the Director of Training, (name). My job is to direct our attention to the problems of shelter living, to try and inform everyone about the nature of radioactive fallout, and to provide training material to prepare us for the time when we leave the shelter. Please cooperate with me by remaining alert during these training sessions and participating in the discussion groups that we will organize.

13. The Section Leaders are (list of names)

We will be in close contact with our Section Leaders each day. The Section Leaders are responsible for organizing and maintaining their sections. We should listen and respond to them when they ask for our help. If we have any questions or problems, we should consult our Section Leaders rather than any other staff member. If a Section Leader does not know the answer, he will find out.

14. Are there any questions or comments?

Lecture 6--Shelter Sanitation

The importance and techniques of shelter sanitation are the topics for discussion during this training session.

1. It is very important that all of us observe good sanitation habits while we are in the shelter. Since there are many people living close together, disease and infection can very easily spread if we are not careful. Disease and infection would add immeasurably to the difficulties of shelter life. There are many things that we can do to see that proper sanitation habits are observed.
2. All trash should be thrown into the proper containers immediately. Trash must not accumulate; therefore, everyone should get into the habit of using the trash containers.
3. Help with cleaning up the shelter area when instructed to do so by the staff. The less dirt and dust present in the shelter, the less the likelihood of disease.
4. If we are dispensing food or water, it is essential that our hands be as clean as possible; use the hand cleaner if it is stocked. If at all possible, do not touch the food directly; use an improvised scoop or the plastic gloves provided.
5. The commodes function as effectively as possible using chemicals. Some odor, however, is unavoidable. Please be very careful when using the commodes so that odor and inconvenience will be kept to a minimum. A messy commode is both unpleasant and dangerous, since it can aid the spreading of disease. Always sit when using the commodes. Young children must always be accompanied by an adult when they use the commodes. Obey the instructions of the Director of Supply and Maintenance and the Commode Monitors. Remember someone will be using the commode after us and we will be using it again after someone else. Do not throw sharp-edged objects into the commodes, as they will cut the bag liners and cause leaks. Cigarette butts should not be thrown in commodes either, as they may burn holes in the bag liners and also cause leaks.

Mops and brooms used in the Commode Area should not be used anywhere else in the shelter.

6. If we have a cold we should try not to sneeze or cough on other shelterees.
7. Sickness should be reported immediately to the Head of the Shelter Medical Staff so that any contagious aspects of the illness will not be spread to the rest of the shelter population.
8. Are there any questions or comments?

Lecture 7--Shelter Accident Prevention

This training lecture is designed to inform everyone about the importance and methods of accident prevention.

1. Because so many people are crowded together in the shelter and because people may be fatigued, accidents are more likely to happen in a shelter environment than in the outside environment.
2. Prevention of accidents is very important, since accidents can seriously injure the person involved. Accidents place a burden on the shelter staff as well as on others, and the shelter may not have the facilities for dealing with the accident. In addition, accidents are bad for shelter morale.
3. Carelessness is one of the main causes of accidents, and it is easy to become careless if we are tired or bored. Carelessness can cause injuries to ourselves or someone else. Such accidents as knocking over a water drum or severe bleeding caused by broken glass can be a result of carelessness. If we remember the consequences of carelessness, we will tend to be careful of what we do in the shelter.
4. The lack of prevention can be another source of accidents. Not keeping dangerous medicines out of the reach of children is a good example of lack of prevention. The following items suggest ways to prevent accidents in the shelter. All of us can probably think of some additional suggestions.
 - a. Keep aisle space in all areas so that we will not trip over each other. See that aisles are kept free of children and articles.
 - b. Do not leave sharp objects lying around.
 - c. If carbohydrate supplement tins have jagged edges, put them out of reach.
 - d. Keep dangerous chemicals and drugs out of the reach of children.
 - e. Make sure that people do not get too close to the ventilation kit fan blade.
 - f. Accompany children to the commode.
 - g. Do not pile boxes so high that the structure is shaky.
 - h. Keep calm and be courteous to our neighbors at all times.
5. Are there any questions or comments?

Lecture 8--Shelter Fire Safety

This training material has been prepared to acquaint everyone with the methods of fire prevention and their importance.

1. It is necessary to do everything we can to avoid the possibility of fire. If a fire does occur, we may be forced to abandon the shelter; this action would expose us to the danger of radioactive fallout. Therefore, fire prevention is essential.
2. One source of fire is any trash that we allow to accumulate. All trash should be thrown in an empty carbohydrate supplement tin or water drum. If at all possible, do not use cardboard boxes for trash.
3. Careless smoking habits are another possible source of fire. All cigarettes should be fully extinguished before they are thrown away. Special tins should be set up for use as ash trays and cigarette butt cans, and ashes and cigarette butts should not be put anywhere else. Do not smoke around bedding or anything that can be burned. Make sure that matches are put out before throwing them away.
4. Remember who the Head of the Fire Control Team is so that if a fire starts, he can be summoned immediately. The Head of the Fire Control Team is (name).
5. Be familiar with the location of the fire-fighting equipment and learn how to use it. Fire extinguishers are located (insert location here) in the shelter. Fire extinguishers containing vaporizing liquids such as carbon tetrachloride, chlorobromomethane, or carbon dioxide should not be used in a small closed area--they may produce toxic fumes in a fire. Check directions for use and contents on the labels of the fire extinguishers before using them.
6. In case of fire do not panic. Carry out the following instructions: (Get instructions and shelter exit routes from the Head of the Fire Control Team.) Each person must know what to do in case of fire so I will read these instructions again.
7. Following is a list of fire prevention regulations prepared by the Head of the Fire Control Team. These regulations must be observed by everyone. (Read list.)
8. Are there any questions or comments?

PERMANENT PHASE

DIRECTOR OF ACTIVITIES

Important For Survival That You Carry Out All These Instructions.

You are in charge of the nursery, exercise, recreation, and religious activities. Choose at least one assistant for each of these duties. Help your assistants--it is vital that you perform your job well. To keep the shelter running properly and to function efficiently in the post-attack world, the shelter occupants must maintain high morale and remain in good physical condition. You are in a position to stimulate interest and build morale.

1. Nursery

- Set up a nursery period in the morning and in the afternoon. Each nursery period should last for 1-2 hours.
- Divide the children into groups by age, if necessary: 2 to 4 years, 4 to 6 years, and 6 to 8 years.
- Use an adult to child ratio of approximately 1 to 8 when choosing assistants. (Teen-age girls make good assistants.)
- Use one room for the nursery, if the shelter has several rooms. Set aside an area in an out-of-the-way part of the room, if the shelter has only one room. Establish a nursery on each floor, if the shelter has several floors.
- Present new activities to the children every 30 minutes.
- Schedule rest or sleep for at least 15 minutes at some time during each nursery period.
- Use the nursery period to instruct the children on the proper use of chemical commodes.
- Make announcements encouraging parents to send their children to the nursery so that children will be occupied and adults can rest.
- Check to see that each Section Leader has appointed a guardian for every child without his parents in the shelter. These children may require special attention in the nursery.

2. Exercise and Recreation

- Discuss the following points with your assistants before setting up the exercise and recreation schedule: (1) Keep the shelter

temperature in mind when setting up an exercise schedule. IF THE TEMPERATURE IS VERY HOT, DO NOT USE STRENUOUS EXERCISES WHICH WOULD MAKE PEOPLE HOTTER AND RAISE THE HUMIDITY AND TEMPERATURE OF THE SHELTER. If the temperature is very cold, vigorous exercise will raise the body temperature. (2) Consult with the Shelter Manager and the Head of the Shelter Medical Staff before organizing exercise. (3) Keep in mind that the shelter population is on a low caloric diet, and (4) they might not be accustomed to strenuous exercise.

- Allow the individual to decide whether or not he should exercise. Never force anyone to do so.

- Set up a system by which people can sign out recreational supplies for short periods, if they are stocked in the shelter. If no recreational supplies are stocked, some people may have ideas about how to make simple items such as cards, checkers, etc. Examples of several games are given on the next few pages.

- Schedule evening activities in accordance with the needs of the shelter group, keeping in mind that young children and infants require an early bedtime.

3. Religious Activities

- Set up a non-denominational Sunday service, and arrange for nightly vesper services, if requested.

- Ask ministers or other clergymen, if they are present, to act as religious counselors to others.

4. Games

Some type of entertainment is necessary to prevent boredom and depression during a long period of shelter confinement. Both adults and children should be encouraged to play games and sing songs. Some suggestions for games are included below:

- Bingo--This game is an excellent one which can be enjoyed by all persons. Awards can be given to the winners.

- Draw Bingo cards on the back of cardboard food box flaps.

- Use scraps of paper for beans.

- Number scraps of paper from one to seventy-five and place them in an empty can. To play, draw out and call a number, one at a time.

-Prepare master Bingo board as illustrated.

B row 1-15
I row 16-30
N row 31-45
G row 46-60
O row 61-75

Master Bingo Board

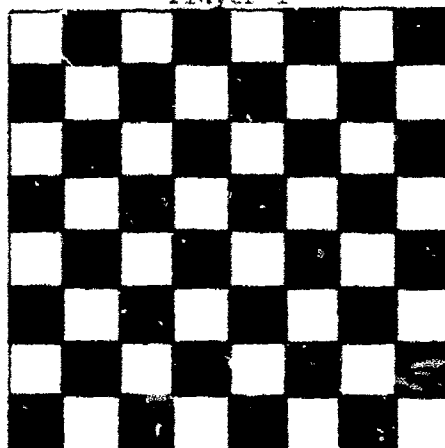
B I N G O				
1	16	31	46	61
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15	30	45	60	75

Individual Bingo Card

B I N G O				
		FREE		

-Checkers--Reproduce checkerboard wherever possible, and use coins, pieces of paper, etc., for checkers. Be sure to put the dark squares in the right places.

Player 1



Player 2

-Charades--This game consists of two teams of five members each. Team members should be changed frequently.

5. Isometric Exercises

Isometric contraction exercises take very little time, require no special equipment, and are excellent muscle strengtheners. Isometrics are designed to work out a muscle by pushing or pulling against an immovable object such as a wall, or by pulling it against the opposition of another muscle.

Maintain tension no more than eight seconds for each contraction. Do little or no breathing during a contraction; breathe deeply between contractions. Use the first three or four seconds to build up to the maximum degree of force and the remaining four or five seconds to hold it.

-Neck

-Starting Position: Sit or stand, with interlaced fingers on forehead.

Action: Forcibly exert a forward push of head while resisting equally hard with hands.

-Starting Position: Sit or stand, with interlaced fingers behind head.

Action: Push head backward while exerting a forward pull with hands.

(Using this as an example, other isometric exercises can be made up utilizing different muscle groups.)

PERMANENT PHASE

SECTION LEADER

Important For Survival That You Carry Out All These Instructions.

Do Immediately

1. Read the following announcements to everyone in your section. After making the announcements, carry out the remaining instructions in order.

- Everyone sit down and be quiet. My name is _____. I have been appointed to be your Section leader. Listen closely to the following announcements. It is important that you pay close attention. We must stay in our section area until the shelter is completely organized. It is best to remain seated. You may talk, but please talk softly and keep your children as quiet as possible.
- From now on when I want your attention, I will raise my arms. Then you too should raise your arms as a signal for others to be quiet.
- As you have been told, this shelter is well protected. You are safe as long as you remain here. Do not attempt to leave the marked shelter area. The rest of the building has higher radiation levels.
- The shelter is stocked with food, water, medical, and sanitation supplies. Naturally, we must use these supplies sparingly.
- There must be aisle space between sections.
- There will be no smoking until smoking regulations have been established. This is necessary because of crowded conditions.
- When you use the commode, follow the instructions of the Commode Monitor. Everyone must cooperate in keeping the Commode Area clean so that diseases will not spread. Also remember that each of you will serve as Commode Monitor at least once during the shelter stay. Since monitors are responsible for commode sanitation, it will be easier for everyone if each of us is careful when using the commode. It is very important that no sharp objects be thrown into the commodes.
- It is important that all of you wear your shoes at all times to avoid cuts, and that you put trash immediately into containers.

-Drinking cups will be issued to each of you. The cups are limited to one per person and must be preserved in good condition. Cup racks will be made to help keep your cups in good condition. Write your name on your cup before placing it in the cup rack. Parents are responsible for keeping their children's cups usable.

-The staff directors need assistants to help them carry out essential tasks. Everyone who is able will serve on some watch duty.

-Do not attempt to make a telephone call over any telephone in the building. Telephones that are working are to be used for civil defense operations only.

-If there are any children in this section whose parents are not in the shelter, they must be assigned a guardian for the duration of the shelter period. The child will be assigned to an adult whom he already knows, if possible. I must have the name of the child and guardian for the shelter record, so please come up now.

2. After you have read the above announcements, record the names, sex, and ages of any children without parents and the names of the guardians. These names must be given to the Administrative Clerk, along with an accurate count of the people in your section.
3. Make sure the instructions in the announcements are being followed. Begin to select members of your section for duty on the various watches. Use the Section Leader's Selection Chart to make good selections. Keep a list of the people selected. The staff directors will tell you when your section is to furnish assistants.
4. List the location of shelter supplies, food, water, fire equipment, ventilation equipment, Medical Area, Commode Area, section location, fire exit routes, Command Post, and nursery on the Section Leader's Map Form and post it in your section area.
5. Check with the Director of Operations on how to distribute food and water in your section. It is important that you keep a check list of food and water distribution to ensure that each person receives his fair share and no more. The check lists are at the end of these instructions.
6. Make cup racks for your section and see that they are used. Near the end of these instructions are directions for making cup racks. Make certain that individuals write their names on their cups, using lipstick, pen, or pencil. If a central dispensing point for water is used, take the cups in their racks to this point for each meal and for each water break.

7. If you are instructed to do so by the Shelter Manager, collect food and water, weapons, portable radios and other items that may have been brought into the shelter and turn them over to the Director of Supply and Maintenance.
8. Check with Head of the Fire Control Team for fire regulations and review these regulations with your section.

Do Daily

1. Assign persons to conduct a morning and evening clean-up period in your section area. (See the Section Leader's Selection Chart.)
2. Feed your section as directed by the Director of Operations. Use the attached Section Leader's Food and Water Ration Check Lists to make sure that each person receives his fair share and no more. (Record rations for each meal: Breakfast (B), Lunch (L), Afternoon(A), and Supper (S).) Food and water must be strictly rationed. If sectional feeding is followed, send someone to the Supply Area before each meal and water break to get the rations for your section.
3. Utilize the most efficient use of space in your section, making certain that aisle space is always maintained.
4. When the Director of Supply and Maintenance assigns your section Commode Monitor duties for a particular day, prepare a list assigning a male and female post in one hour shifts for each area, using persons over 14 years of age. These shifts should be assigned from 7 A.M. to 11 P.M. (or during waking hours on the schedule). Be impartial in assigning this duty and see that it is rotated among everyone in your section, even if they have other duties such as Safety Watch, etc. If the Director of Supply and Maintenance tells you that another section is to share Commode Monitor duties for that day, the lists for both sections should be coordinated.
5. After each meal in the sectional feeding method, return all food not dispensed to the Director of Supply and Maintenance, and make certain that cups are replaced in the racks. Parents are responsible for their children's cups.
6. Before bedtime have everyone clear the floor for sleeping. Make sure that an aisle is left for those who will have to move around at night.
7. Call for a quiet period just before bedtime--relaxation will help children to go to sleep.

General Directions

1. Familiarize your section with the following points:

- It is important that everyone eat to avoid upset stomachs and headaches.
- Parents can make cereal for children by crumbling food squares in water; carbohydrate supplement can be used for flavoring.
- Mouth soreness may occur as a result of eating too much carbohydrate supplement.
- Food and water must not be wasted.
- It is important that each person use his own cup and keep it in good shape. Cups should be labeled by name and cup racks utilized.
- Cleanliness and sanitation should be maintained.
- Persons should cooperate and not take up more room than necessary.
- Parents should keep their children quiet because noise may bother others. Parents should send their children to the nursery when it is in session.

2. It may be helpful to delineate the section with chalk or pencil.
3. If there is something that you need to know or a question that you cannot answer, get the information from the Assistant Shelter Manager.
4. Try to solve sectional problems without asking for help. Try to stop arguments before they become serious. If people do not get along, talk with the Assistant Shelter Manager about swapping people with another section. Inform the Administrative Clerk of the exchange so he can correct his records.
5. Extra water is not available except for emergency use. If, in your opinion, a person needs extra water, send him to the Medical Area where the medical attendant on duty will give him water if he needs it.
6. Act as a model for the people in your section. Remain calm, be confident, and do not panic. People are looking to you as a leader whose actions can be followed. Offer help to those who appear to need it.
7. Act as a member of the Advisory Council; this committee represents the people to management. The Assistant Shelter Manager will

inform you of meetings. The council should consider all complaints and suggestions for improvement. If you feel that it would be helpful and relieve tension, you may take representatives from your section to the meetings so that they can directly state their grievances or suggestions.

8. Work with the training assistants in leading sectional discussions of training material.
9. Encourage your people to follow the activities suggested by the management staff.

YOUR IMMEDIATE SUPERVISOR IS THE ASSISTANT SHELTER MANAGER

Section Leader's Selection Chart

Duty	Director Supervising Task	Task Description	Length of Duty	Qualifications
SAFETY WATCH	Supply	Spot fires, keep windows and doors closed, keep order	2 hrs.	Males over 18
SUPPLY WATCH	Supply	Guard food, water, and other supplies in supply area	2 hrs.	Males over 18
COMMODE WATCH	Supply	Commode Area clean, + issue as	1 hr.	Everyone over 14
DETENTION WATCH	Supply	Supervise uncooperative persons	2 hrs.	Strong males
VENTILATION WATCH	Supply	Operate bicycle-type appa- ratus		Anyone able to pedal bicycle--preferably males 15 and over
CLEAN-UP ASSISTANT	Supply	Clean up after food and water distribution, maintain section cleanliness		Everyone over 14
COMMUNICATIONS MONITOR	Radiological	Keep a log of all incoming and outgoing messages	2 hrs.	Everyone over 14
RADIOLOGICAL MONITOR	Radiological	Check people who go in or out of shelter, read desi- meters periodically	2 hrs.	Volunteers over 18 with scientific experience
TRAINING ASSISTANT	Training	Lead group discussion with Section Leader's assistance		Volunteers over 18 with teaching experience
FOOD ASSISTANT	Operations	Assist Section Leader in dispensing food		Everyone over 14
WATER ASSISTANT	Operations	Assist Section Leader in dispensing water		Males able to carry water drum
FIRE CONTROL TEAM	Fire	Prepare for fire emergency		Males over 18

Section Leader's Watch List

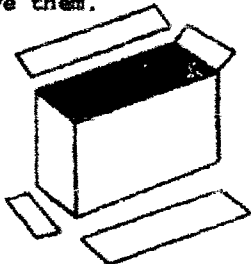
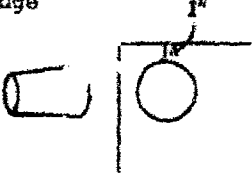

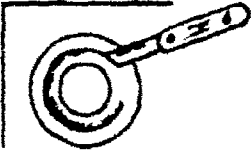
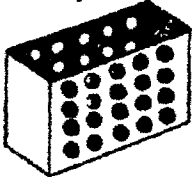
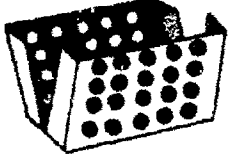
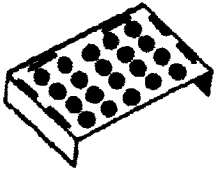
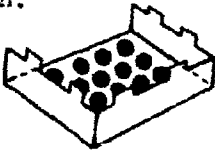
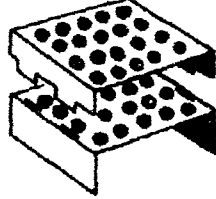
Place a tally mark in the appropriate box, indicating each time a person has served on duty.

[illegible]

DIRECTIONS FOR CUP RACK ASSEMBLY

The directions outlined below are for making a cup rack for 40 cups, from survival cracker or carbohydrate supplement boxes. Tools needed are a pencil and a pocket knife.

Read through all the instructions before beginning.

<p>1. Cut the top four flaps off the box and save them.</p> 	<p>2. Begin at top left of one <u>side</u> of box. Using the <u>large</u> end of a cup, draw a circle about 1" from each edge</p> 	<p>3. Turn cup around and draw a smaller circle in the center of the first circle.</p> 
<p>4. Cut a third circle midway between the first two circles. Cut the third circle <u>evenly</u>—the piece you cut out will be used as a pattern for the rest of the rack.</p> 	<p>5. Take the pattern piece you have cut out and draw around its edges, making circles about 1" apart, on both sides of the box. (Four rows of 5 holes gives 20 holes per side.) Then cut out the holes.</p> 	<p>6. Beginning at one <u>end</u>, cut the entire box in half.</p> 
<p>7. On one half of the box, put 6 slits at the positions shown. Make each slit about 2" long, and close to the edges of the box.</p> 	<p>8. On the other half of the box, make 6 tabs by cutting along the lines shown. The tabs should be made at positions corresponding to the slits in the other half of the box. Make each tab about 2" long and 1" high.</p> 	<p>9. When the tabs and slits are made, fit the halves together as shown.</p> 

Section Leader's Map Form

On the bottom of this sheet draw a rough sketch of the shelter area. Include your section area, Commode Area, Medical Area, Supply Area, Command Post, nursery, location of Ventilation Kit, location of fire extinguishers and emergency fire-exit routes. Check with the Assistant Shelter Manager to make sure that your map is accurate. Post the map in a conspicuous place in your section after it has been checked. Tell everyone to look at the map if they need to know a particular location.

Day of Week		Day of Week		Day of Week		Day of Week		Day of Week			
Name	SMTWTFSS	Name	SMTWTFSS	Name	SMTWTFSS	Name	SMTWTFSS	Name	SMTWTFSS		
1.	B L A S B L A S B L A S B L A S	19.	B L A S B L A S B L A S B L A S	25.	B L A S B L A S B L A S B L A S	26.	B L A S B L A S B L A S B L A S	27.	B L A S B L A S B L A S B L A S	28.	B L A S B L A S B L A S B L A S
2.	B L A S B L A S B L A S B L A S	20.	B L A S B L A S B L A S B L A S	29.	B L A S B L A S B L A S B L A S	30.	B L A S B L A S B L A S B L A S				
3.	B L A S B L A S B L A S B L A S	21.	B L A S B L A S B L A S B L A S								
4.	B L A S B L A S B L A S B L A S	22.	B L A S B L A S B L A S B L A S								
5.	B L A S B L A S B L A S B L A S	23.	B L A S B L A S B L A S B L A S								
6.	B L A S B L A S B L A S B L A S	24.	B L A S B L A S B L A S B L A S								

SECTION LEADER'S FOOD RATION CHECK LIST

(Multiple copies of this form would be included in each Section Leader's leaflet in a handbook to be used operationally.)

Day of Week		Day of Week		Day of Week		Day of Week		Day of Week	
Name	S M T W T F S	Name	S M T W T F S	Name	S M T W T F S	Name	S M T W T F S	Name	S M T W T F S
1.		19.		13.		7.		1.	
2.		20.		14.		8.		2.	
3.		21.		15.		9.		3.	
4.		22.		16.		10.		4.	
5.		23.		17.		11.		5.	
6.		24.		18.		12.		6.	
25.									
26.									
27.									
28.									
29.									
30.									

SECTION LEADER'S WATER RATION CHECK LIST

(Multiple copies of this form would be included in each Section Leader's leaflet in a handbook to be used operationally.)

Note to Reader

Twelve copies of the preceding
Section Leader's instruction leaflet
would be included in a handbook to be
used operationally.